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ABSTRACT

Employment patterns and salary levels of 18,035 college and university administrators were compared by sex and race. The national survey compared the status of women and minorities with those of white men in order to establish baselines for measuring progress toward achieving affirmative action goals and to raise questions about the causes of differential employment opportunities. The data for 1,037 institutions were collected as part of the 1975-76 Administrative Compensation Survey conducted by the College and University Personnel Association. Among the findings are the following: the large majority (79 percent) of people holding the 52 administrative positions studied were white men, while white women held 14 percent, minority men held 5 percent, and minority women held under 2 percent: the institutions with women or minority student bodies employed a much larger percentage of women and minorities in administrative posts than did white coeducational colleges: at all institutions, men dominated the chief executive positions: women and minorities were generally best represented in positions relating to student affairs and external affairs: the employment patterns and salary levels of minority women were different from but closer to those of white women than to those of miority men: women, both white and minority, were paid only about 80 percent as much as men with the same job title when employed by the same type of institution: and in contrast, though employed predominantly in the lower-paying positions, minority men were generally paid about as much as white men holding the same job title at the same type of institution. Appended materials include a sample questionnaire and instructions, position descriptions, and data on median salaries by sex and race. (SW)

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SPECIAL SUPPLEMENT:

1975-76 Administrative Compensation Survey

WOMEN AND MINORITIES IN ADMINISTRATION OF HIGHER EDUCATION INSTITUTIONS

Employment Patterns and Salary Comparisons

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WOMEN AND MINORITIES IN ADMINISTRATION OF HIGHER EDUCATION INSTITUTIONS:

EMPLOYMENT PATTERNS AND SALARY COMPARISONS

A Special Study Supported by the Ford Foundation

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June, 1977

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FOREWORD

Few developments in recent American life have produced such controversy as have the quests by women and minorities for equal opportunity and affirmative action in the job world. Unfortunately, the debate has been confused by suspicion, accusation, prejudice, and guesswork. This has been especially true for higher education, where even hard data showing the relatively low positions occupied by women and by minorities on college faculties have been subject to conflicting interpretations about the causes of documented differences in employment shares and salary levels. And no data whatsoever have been available to analyze the relative positions by race and sex of those employed as administrators in higher education. The College and University Personnel Association (CUPA) decided to use its resources to begin providing the information needed on employment patterns by sex and race for campus administrators.

This attempt must be regarded as a rudimentary and admittedly belated start. It is belated in a double sense. First, the compiling of data on a national scale has been sorely neglected and is long overdue. Second, this statistical void is particularly acute in higher education, since the campuses are now feeling the force of federal compliance efforts on many fronts.

CUPA is mandated by its members to assist in analyzing personnel practices and in formulating personnel policies at colleges and universities. It is a professional organization representing managers who are responsible, broadly, for human resource development and personnel services within academic institutions. Established in 1947, the Association currently has a membership of approximately 2,000 professionals representing 800 institutions, about half public and half private.

When CUPA chose for the first time to measure the participation of women and minorities in academic administration, it was acting chiefly out of its own professional conscience and was looking primarily at the significance of the data for the personnel profession itself. Data collection had already begun when discussions with other educators, and with the research staff of the American Council on Education (ACE), underscored the need to share the data outside CUPA and confirmed the advisability of conducting an intensive analysis. These discussions prompted CUPA's request to Roger Heyns, President of ACE, that CUPA collaborate with Carol Van Alstyne, ACE's Chief Economist, in a study which she would lead as principal investigator. Dr. Heyns's consent triggered the project. Visits by Dr. Van Alstyne and myself to the Ford Foundation culminated in the grant which underwrites the study and the distribution of the summary report.

It was agreed that CUPA would distribute the study without charge to the president of every postsecondary institution in the United States in the hope that it would help these schools in meeting federal compliance standards. The study is also being shared with the key representative of every institution holding CUPA membership.

Borrowing a phrase from the advertising world, the real surprise in the study is no surprise. On point after point, the data document the differentials in employment shares and salary levels of women and minorities in administrative employment——differentials that have been the basis of charges leveled by activists against colleges and universities.

While prodding both CUPA and ACE to expedite the study, Emily Taylor, Director of ACE's Office of Women in Higher Education succinctly stated the need: "We keep tossing the arguments back and forth, and we speak purely from isolated, individual impressions and biases. Here's our opportunity to speak and work from some facts."

Inevitably, a benchmark study of this kind raises more questions and issues than it answers. This is abundantly true here. As the Advisory Committee members sifted the preliminary drafts of findings, they methodically raised questions that the present data simply cannot address. These questions are discussed in the conclusion to this study in the hope that our efforts will encourage others to carry forward research designed to expand the employment opportunities for women and minorities in higher education.

R. Frank Mensel
Project Director and Executive Director
College and University Personnel Association

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This study was made possible by a grant from the Ford Foundation. We acknowledge our great indebtedness to Mariam Chamberlain, Program Officer in charge of the grant, who shared with us the expectation that the information generated would be basic and useful to those working for equal employment opportunities for women and minorities in higher education.

We owe special thanks to Jeannie Royer, Project Co-Director of CUPA's 1975-76 Administrative Compensation Survey, who saw the potential value of providing data by race and sex and who expanded the survey to collect this information. The study was carried out in close cooperation with the ACE Office of Women in Higher Education and benefited materially from the advice of Emily Taylor, Director, and Donna Shavlik, Associate Director. Sharon L. Coldren of the ACE Economics and Finance Unit helped synthesize the results and critically reviewed the findings. Others on the ACE staff who were particularly helpful include Engin I. Holmstrom and Paula Knepper of the Policy Analysis Service.

Computer support for the study was arranged through John Rousseau, Director of the Duke University Computation Center, who provided access to their first-rate facilities. Alan Goedde, doctoral candidate in Economics at Duke University, assisted in the design and programming of the computer analysis. Joan Brackett of the Office for Civil Rights, Department of Health, Education, and Welfare, and Lee Eiden, Education Programs Specialist at the National Center for Education Statistics, provided data on the institutional characteristics of colleges participating in the study. Miles Fisher, Executive Secretary of the National Association for Equal Opportunity in Higher Education, served as an invaluable liaison with minority institutions.

The authors would like to express their gratitude for indispensable contributions made by members of the project staff. Lee Wright undertook background research, initiated resource contacts and contributed to the design of the study during a summer internship at CUPA. Extensive calculations and summary tables for the report were prepared by Sharon A. Elliott during a student internship at ACE. Expanded tables and technical editing were completed by Irene Cromer. Laura Kent, consulting editor, incorporated the comments of the reviewers in editing discussion drafts and the final text. Typesetting and layout were prepared by Nancy G. Helton. Overall staff support services were provided by Constance Falwell.

Most important, we are grateful for the significant contributions made by the 1,037 institutions of higher education participating in this project. Particularly, we extend our appreciation to the people who responded to the survey questionnaire and who provided the basic data for this report.

PURPOSES OF THE STUDY

This study is the first comprehensive analysis of higher education administration, based on a national survey, to compare the employment patterns and salary levels of women and minorities with those of white men. The study was undertaken for three distinct purposes:

1. To enable individual colleges and universities to compare their employment patterns and salary levels with those of peer institutions;

2. To establish baselines to be used in developing trend data for measuring progress toward achieving affirmative action goals; and

3. To generate summary statistics to be used in raising questions about the causes of differential employment opportunities and the effects of affirmative action programs in overcoming these differentials.

Most fundamentally, the study is intended to help bring about the changes needed to achieve equal employment opportunity in higher education.

HIGHLIGHTS

Employment Patterns

- Employment patterns differed substantially by race and sex.
- The large majority of people holding the 52 administrative positions studied were white men. White men held about 79 percent of the administrative positions at the survey institutions, white women held 14 percent, minority men held 5 percent, and minority women held under 2 percent.
- The institutions with women or minority student bodies employed a much larger percentage of women and minorities in administrative posts than did white coeducational colleges.
- White men held almost as large a share of the administrative posts (83 percent) at white coeducational institutions as they did at white men's colleges (88 percent).
- Minority women, with 25 percent of the administrative posts in minority institutions, were almost twice as well represented as were white women at white coeducational colleges with only 14 percent of the administrative posts, indicating that administrative employment patterns are less related to sex at minority institutions than at white institutions.
- At all institutions, men dominated the chief executive positions holding 96 percent of the posts at both white coeducational and minority institutions, 69 percent at white women's colleges, and 100 percent at white men's colleges.
- Women and minorities were generally best represented in positions relating to student affairs and external affairs.
- Job concentration was much greater by sex than by race. The job concentration of women (both white and minority) tended to be much greater than that of white men and somewhat greater than that of minority men.
- The affirmative action/equal employment officer was the only position included in the survey which had a sizable representation of all four race and sex groups.
- The employment patterns and salary levels of minority women were different from but closer to those of white women than to those of minority men.
- Almost half of all the minority men and women holding administrative positions in the survey institutions were employed by the 36 minority institutions. The other half were employed by the 1,001 white institutions.

Salary Comparisons

- Salary differentials were more consistently related to sex than to race.
- Women, both white and minority, were paid only about 80 percent as much as men with the same job title when employed by the same type of institution.
- In contrast, though employed predominantly in the lower-paying positions, minority men were generally paid about as much as white men holding the same job title at the same type of institution.
- The percentages of jobs held by women and minorities generally tended to decrease as salaries increased, except at women's colleges and minority institutions.
- Generally, public institutions paid higher salaries to administrators of all four race and sex groups than did private institutions.
- Of those serving as affirmative action officers, men were paid more than women.

INTERPRETATION OF THE DATA

The differentials found in this study in employment patterns and salary levels by race and sex cannot be attributed, on the basis of these analyses alone, to discrimination. The survey data available identify administrators only by sex and race. Yet differentials may be legitimately accounted for by the characteristics of individual administrators, such as job performance, ability, experience, qualifications, length of time on the job, mobility, and other considerations. Of course, the current characteristics of the individuals could well reflect earlier discrimination in other domains. Thus, it is difficult to distinguish passive discrimination — the employing institution's nondiscriminatory responses to current labor market conditions reflecting historical discrimination — from active, contemporary discrimination.

Differentials in employment patterns and salary levels may also be accounted for by the employing institution's characteristics, such as size (in terms of enrollment or budget), internal organizational structure (as it affects the scope of job responsibilities or the hierarchy of reporting channels), and location (region, metropolitan/nonmetropolitan area, or local job market conditions). By grouping the institutions in the sample according to educational mission, however, the range of differences in the characteristics of institutions within each group is minimized.

This study confirms that the employment patterns and salary levels of individuals in the survey are significantly affected by the type of institutions which employs them. Across the different groups of institutions, different proportions of the national institutional population responded to the survey. Consequently the totals reported in this study cannot be used, directly, as the base for estimating national totals.

The usual procedure for generating national totals from sample totals is to adjust for differential representation by weighting sample subgroups. A weighting system appropriate for this analysis would be based on the national total of administrative positions held at both sample and nonsample institutions. Unfortunately, this information is not available. Institutional characteristics on which data are available (such as enrollment or budget size) and which might be used as a basis for weighting the sample are not highly correlated with the number of administrators at a given institution; thus any weighting procedure based on these characteristics could easily introduce as much or more distortion into the national estimates as it is intended to correct. Therefore, the data presented in this report for each subgroup of institutions are unweighted.

Conclusions based on unweighted totals should be qualified insofar as they are affected by the proportionate representation of the different subgroups of institutions in the sample, which does not necessarily correspond to their relative importance in the total population. Assuming there is greater homogeneity within subgroups of institutions characterized as similar than across subgroups, conclusions about patterns of employment and compensation based on data for subgroups of institutions are less subject to this type of error and may therefore be regarded as more reliable.

It is possible that the institutions responding to this survey generally have better records with respect to the employment of women and minorities than do those that did not participate. If so, the nonresponse bias introduced into the survey has probably led to overstating rather than understating the share of top administrative positions held by women and minorities.

METHODOLOGY

The data for this study were collected through CUPA's 1975-76 Administrative Compensation Survey. Invitations to participate in the survey were extended to 2,723 of the 3,018 institutions listed in the Education Directory, 1974-75: Higher Education, published by the U.S. Office of Education. Institutions located outside the continental United States, U.S. military institutions, and other highly specialized schools that are not classified by the Carnegie Commission on Higher Education were excluded from the sample.

The Administrative Compensation Survey questionnaire has evolved over five biennial surveys to reflect changes in the organization and management responsibility of institutional administrative personnel. The 1975-76 questionnaire identifies 52 employment positions. The criterion for including a position was that it be one of primary administrative responsibility. Thus, the director of a unit is included, but not the assistant director or assistant to the director.

The questionnaire used for the 1975-76 Administrative Compensation Survey is reproduced in Appendix A. The respondents were given detailed instructions (Appendix B) and summary descriptions of each position surveyed (Appendix C). In most cases, the director of personnel completed the questionnaire from institutional records. Therefore, we believe the input data to be relatively accurate and objective.

The 1975-76 Administrative Compensation Survey Research Report (Malott, Mensel and Royer, 1976) is based on responses from 1,138 institutions. The present study draws on a slightly different total. Because this study examines employment and compensation patterns by sex and race, responding institutions that failed to provide sex and race information were excluded from the analysis. Usable responses received by CUPA after the publication deadline for the Research Report were included, however, to bring the total number of institutions included in this study to 1,037.

The following table, summarized from Appendix D, illustrates the substantial usable response rate of the institutions invited to participate in the survey:

Student Body Type	Sector	Institutions Invited: Institutional Population	Institutions Responding	Percent Responding
White Coeducational Colleges	Private	1192	366	30.7
	Public	1220	575	47.1
White Women's Colleges	Private	126	38	30.2
	Public	4	2	50.0
White Men's Colleges	Private	63	14	22.2
	Public	20	7	35.0
Minority Institutions	Private	60	20	33.3
	Public	38	16	42.1
All Institutions	Private	1441	438	30.4
	Public	1282	599	46.7
	Total	2,723	1,037	38.1

On the assumption that patterns of employment and compensation are a function of institutional characteristics, the survey institutions were carefully divided into homogeneous groups in a three-step classification process according to (1) type of student body, (2) public or private sector, and (3) educational mission. First, the survey institutions were classified according to the type of student body, as follows:

White coeducational institutions
White women's institutions
White men's institutions
Minority institutions,
both coeducational and single-sex

An institution was assigned to one of these categories on the basis of self-reported enrollment data provided in response to the 1975-76 Administrative Compensation Survey, by data reported in Racial and Ethnic Enrollment Data: Fall 1974 (U.S. Department of Health, Education and Welfare, Office for Civil Rights) and by statistics compiled in Fall Enrollment in Higher Education, 1975 (National Center for Education Statistics). An institution was categorized as a single-sex college if students of one sex accounted for at least 90 percent of the full-time undergraduate enrollment. Similarly, an institution was designated a minority school if 90 percent of the full-time undergraduates were American Indian, Black, Asian-American or Spanish-surnamed-American. Because of the small number of single-sex minority institutions, coeducational and single-sex minority institutions were combined into one category.

Second, the survey institutions were grouped according to whether they were public or private. Both the public and the private institutions, and within the private sector the nonsectarian and sectarian institutions, are subject to the same regulations forbidding discrimination on the basis of race or sex. Religious schools may, however, grant preference to people of a particular religious faith in hiring for both theological and nontheological employment.

Finally, the institutions were grouped by Carnegie Code, a system of classification developed by the Carnegie Commission on Higher Education in 1970 to facilitate institutional research. This system groups institutions by educational mission, as outlined in Appendix E. Note that enrollment size, budget, and selectivity are all factors which contribute to the definitions. The survey institutions were grouped within the following ten Carnegie Code classifications:

1.1 Research Universities I
1.2 Research Universities II
1.3 Doctoral-Granting Universities I
1.4 Doctoral-Granting Universities II
2.1 Comprehensive Universities and Colleges I
2.2 Comprehensive Universities and Colleges II
3.1 Liberal Arts Colleges I
3.2 Liberal Arts Colleges II
4.1 Two-Year Colleges and Institutions
5. Specialized Institutions, including Theological Seminaries, Bible Colleges, and other Institutions Offering Degrees in Religion; Medical Schools and Medical Centers; Other Separate Health Professional Schools; Schools of Engineering and Technology; Schools of Business and Management; Schools of Art, Music, and Design; Schools of Law; Teachers Colleges; and Other Specialized Institutions.

The data tables report employment and salary information for 18,035 administrative employees. Administrators were included in the study only if both race and sex information were provided, along with an annualized salary figure. In addition, administrators were included only if they were employed full-time in a single classified position. Over 2,000 administrators who did not meet these criteria were excluded, approximately half of these because race information, sex information, or both, were not provided. The other half were excluded because they were reported as employed part-time.

The salary analyses relate only to cash compensation; the non-cash compensation data collected by the 1975-76 Administrative Compensation Survey are not included in this special study. The salary comparisons are based on median figures unless otherwise indicated. This method of calculation was chosen to minimize the chance of a few errant figures biasing the results, as might be the case with a mean calculation averaging the reported salaries. Consequently, median figures for administrators may not reflect abnormally low or abnormally high salary figures.

FINDINGS

The findings of this project are organized under two subject headings: Employment Patterns and Salary Comparisons. Findings on each subject are presented in a series of summary statements accompanied by tables displaying supporting data. Detailed tables showing the base data used in the analyses are included in Appendix F.

In interpreting the findings, the following definitions should be kept in mind:

Minority:	Those people identified as Black/Negro/African-American; American Indian; Oriental; Mexican-American/Chicano; Puerto-Rican-American.
Minority Institutions:	Institutions with 90 percent or more full-time undergraduate minority enrollment.
White:	Those people identified as "not minority."
White Institutions:	Predominantly white institutions, plus a small number of historically black institutions which currently have less than 90 percent full-time undergraduate minority enrollment.
Women's Colleges:	An institution with 90 percent or more full-time undergraduate enrollment of women.
Men's Colleges:	An institution with 90 percent or more full-time undergraduate enrollment of men.

All data for groups of fewer than five institutions and salary data for positions with fewer than three individuals are withheld to prevent disclosure of confidential information for particular colleges or people.

Generalizations were first synthesized from the tabulations for the white coeducational institutions, in both the public and the private sectors, and then where possible and relevant, comparisons were made for the single sex and minority institutions.

FINDINGS: EMPLOYMENT PATTERNS

1. Employment patterns differed substantially by race and sex.

2. The large majority of people holding the 52 administrative positions studied were white men. White men held about 79 percent of the key administrative positions at the survey institutions, white women held 14 percent, minority men held 5 percent, and minority women held under 2 percent. (Table 1)

3. Employment patterns differed by institutional type (classified according to student body type, public or private sector, educational mission); type of administrative responsibility (chief executive, administrative affairs, academic affairs, student affairs, external affairs); and by whether the particular administrative position has traditionally been held predominantly by one sex. (Tables 2, 3 and 10)

4. Patterns of employment were most closely correlated with the type of student body of the institution. The institutions with women or minority student bodies employed a much larger percentage of women and minority members in administrative posts than did white coeducational colleges. Women held 52 percent of the administrative jobs surveyed at women's colleges, a share of employment four times as great as the 14 percent at white coeducational colleges. At minority institutions, 90 percent of the administrators were identified as minority members, as compared with 4 percent at white coeducational institutions. (Table 2)

5. White men held almost as large a share of the administrative posts (83 percent) at white coeducational institutions as they did at white men's colleges (88 percent). (Table 2)

6. Minority men held 65 percent of the administrative posts at minority colleges, a much smaller share of employment than white men held at white men's colleges (86 percent) or at white coeducational institutions (83 percent). On the other hand, minority women held 25 percent of the administrative posts in minority institutions and were better represented than were white women at white coeducational colleges (14 percent) though not as well as white women at white women's colleges (52 percent). Thus, it appears that administrative employment patterns are less related to sex at minority institutions than at white institutions. (Table 2)

7. Because there were so few minority men and women in the survey, summary data combining figures for white women and minorities were dominated by the employment patterns of white women. Looking at each grouping of administrators, the percentage of white women administrators at white coeducational colleges was lowest at research universities (8 percent) and highest at liberal arts colleges (19 percent). Minorities were best represented in two-year institutions (minority men, 4.1 percent; minority women, 1.1 percent) and specialized colleges (minority men, 2.6 percent; minority women, 1.4 percent). Unlike white women, minorities at four-year colleges were better represented at research universities (minority men, 3.0 percent; minority women, 0.8 percent) and comprehensive universities and colleges (minority men, 3.5 percent; minority women, 0.8 percent) than at liberal arts colleges (minority men, 1.6 percent; minority women, 0.6 percent). (Table 3)

8. Although not heavily represented in either sector, women and minorities had different employment patterns at public and at private institutions. White women consistently held a greater proportion of the positions surveyed in private institutions for every Carnegie classification and every student body type, except for the small percentage of positions held in minority colleges, where the distribution was even between public and private. Minority women generally held a larger share of administrative jobs at private institutions; in contrast, minority men held slightly larger shares of administrative jobs in public institutions for most institutional categories. (Tables 2 and 3)

9. The Carnegie classification system divides particular types of four-year institutions into "higher" and lower" groups on the basis of the variables most applicable to that type, as seen in the detailed descriptions in Appendix E. Thus, Research Universities I (Carnegie Code 1.1) differ from Research Universities II (1.2) in that the former receive larger amounts of federal support for research. Doctoral-Granting Universities I (1.3) differ from Doctoral-Granting Universities II (1.4) in that the former award a larger number of doctoral degrees. Comprehensive Universities and Colleges I (2.1) differ from Comprehensive Universities and Colleges II (2.2) in that the former offer a greater diversity of programs, including professional curricula, and have larger enrollments. Liberal Arts Colleges I (3.1) differ from Liberal Arts Colleges II (3.2) in that the former are either more selective (i.e., their entering freshmen score higher on standard ability tests) or have a higher Ph.D. productivity (i.e., more of their graduates go on to get the Ph.D.)
To the extent that the Carnegie classification implies a hierarchy of institutions, white coeducational institutions in the "higher" category generally employed fewer women and minorities in administration than did those institutions in the "lower" category. (Table 4)

10. In order to study employment patterns as a function of the type of administrative responsibility, the 52 positions surveyed were grouped into five major categories: chief executives, administrative affairs, academic affairs, student affairs, and external affairs. The administrative positions included in each category are displayed in the Appendix F tables. These groupings, developed by CUPA in the course of conducting several Administrative Compensation Surveys, are based on the general functional classifications used at many institutions. At white coeducational institutions and white men's colleges (both public and private), white men dominated all five categories of positions, holding at least 96 percent of the chief executive positions and approximately 80 percent of the positions in administrative affairs, academic affairs, student affairs, and external affairs. (Table 5)

11. At women's colleges, white men held more than two-thirds of the chief executive positions and the top-level positions in administrative affairs, as well as nearly half of all other types of administrative positions except for positions in student and external affairs, over 60 to 80 percent of which were held by women. (Table 5)

12. At minority institutions, minority men held 96 percent of the chief executive positions and between half to three-quarters of the other administrative positions. (Table 5)

13. Women and minorities were generally best represented in positions relating to student affairs and external affairs, holding from 10 to 20 percent of such jobs at white coeducational institutions and men's colleges, over 25 percent at public and over 80 percent at private women's colleges, and from 90 to 100 percent at minority institutions. (Table 5).

14. At white coeducational institutions, white men held more than 60 percent of the jobs in all 52 of the administrative positions surveyed with three exceptions: nursing dean (white women held 86 percent of these positions at public institutions and 95 percent at private), home economics dean (white women held 82 percent at public institutions and 71 percent at private), and affirmative action/equal employment officer, the only position included in the survey which had a sizable representation in both public and private sectors of all four race-and-sex groups. (Table 6)

15. Job concentration was greater by sex than by race —— expecially at white coeducational institutions where women tended to be concentrated in relatively few of the 52 administrative positions surveyed. Job concentration of women (both white and minority) tended to be much greater than that of white men and somewhat greater than that of minority men. Of the white women employed as academic administrators at white coeducational institutions in the public sector, for instance, close to half worked in only seven of the 52 positions (Table 7):

Head librarian
Nursing dean
Bookstore manager
Registrar
Student financial aid director
Home economics dean
Information office director.

16. Of the minority women employed at the same type of institution, half were employed in only five of the 52 positions, four of which were the same as for white women (Table 7):

Affirmative action/equal employment officer
Head librarian
Student financial aid director
Nursing dean
Registrar.

17. The particular jobs held by white and minority women differed from those held by minority men: that is, administrative positions tended to be held disproportionately by one race-and-sex group.

Half of the minority men at white coeducational institutions in the public sector, for instance, were employed in eight positions:

Affirmative action/equal employment officer
Student financial aid director
Chief student life officer
Personnel services director
Community services director
Physical plant director
Education dean
Admissions director.

Similar patterns of job concentration were found in private coeducational institutions. (Table 7)

18. The affirmative action/equal employment officer was the only position included in the survey which had a sizable representation of all four sex and race groups. White men held 20 percent of the position, minority men 33 percent, white women 31 percent, and minority women 16 percent.

19. The employment patterns and salary levels of minority women were different from but closer to those of white women than to those of minority men. (Tables 7 and 9)

20. Almost half of all the minority men and women holding administrative positions in the survey institutions were employed by the 36 minority institutions. The other half were employed by the 1,001 white institutions. (Table 2)

21. A sizable share of all minority employment in administrative positions at white institutions were accounted for by the two positions of affirmative action/equal employment officer and student financial aid officer: almost one-quarter of minority employment in public institutions and one-sixth in private institutions. (Table 8)

FINDINGS: SALARY COMPARISONS

1. Overall, salary differentials were more consistently related to sex than to race. (Table 9)

2. Women and minorities held a very small percentage of the top-paying jobs at white coeducational institutions. At public institutions in this group, only 4 percent of the white women and 2 percent of the minority women held jobs in the top salary quartile (when all 52 positions were ranked by the median salary paid to the white men employed); 47 percent of the white women and 56 percent of the minority women held jobs ranked in the bottom salary quartile. Of the minority men employed in administration, 10 percent held jobs in the top quartile and 48 percent in the bottom quartile. In contrast 15 percent of the white men were in the top quartile and 32 percent were in the bottom quartile. (Table 9)

3. Women, both white and minority, were paid only about 80 percent as much as men with the same job title when employed by the same type of institution. (Table 11)

4. In contrast, though employed predominantly in the lower-paying positions, minority men were generally paid about as much as white men holding the same job title at the same type of institution. (Table 11)

5. The percentages of jobs held by women and minorities generally tended to decrease as salaries increased, except at women's colleges and minority institutions. (Table 10)

6. Men employed at women's colleges were paid more than the women holding the same job titles. (Table 11)

7. White women were paid about the same at women's colleges as at coeducational institutions: that is, about 80 percent of what white men are paid at white coeducational institutions. (Table 12)

8. Minority men and occasionally minority women, with equivalent job titles were paid as much as $2,000 to $5,000 more at white institutions than at minority institutions. This holds true for both public and private institutions. (Appendix F)

9. In most jobs, white women at women's colleges were paid salaries roughly equivalent to those paid to minority men at minority colleges. For both white women and minority men, these salaries averaged about 80 percent of those paid to white men at white coeducational institutions. (Table 12)

10. Minority women and white women at minority institutions and white women at white men's colleges were the most poorly paid, compared with white men in similar positions at the same institutions. (Table 12)

11. Generally, public institutions paid higher salaries to administrators of all four race and sex groups than did private institutions. (Table 13)

12. Generally, minority institutions paid lower salaries to administrators of all four race and sex groups than did white institutions. (Table 13)

13. With respect to the salaries for the only two positions held predominantly by white women, women who were nursing deans were paid somewhat more than were the men in that position; in contrast, men who held the position of home economics dean were paid much more than women who held that position. (Table 14)

14. Of those serving as affirmative action officers, men were paid more than women. (Table 15)

QUESTIONS TO BE ANSWERED

Questions About the Operation of the Job Market As it Affects Women and Minorities in Administration of Higher Education Institutions

The findings from this study raise a number of questions about how the job market operates for women and minorities who seek employment in college administration. Among these questions are:

1. How do people employed in academic administration get their jobs? Are top-level administrators recruited

   from other institutions,
   from among lower-level administrators at the same institution,
   from among faculty at the same institutions, or
   from outside the higher education industry?

2. Does a system of "feeder" schools operate in the hiring of administrators as it does in the hiring of new faculty?

3. Do minority institutions operate as feeder schools in identifying minority men and women for employment as administrators in white institutions?

4. Likewise, do women's colleges serve the same function with respect to women administrators?

5. If feeder systems operate, however, they appear to function differently for women than for minority men. Apparently, to attract minority men, white coeducational institutions are willing to offer salaries equivalent to those paid to the white men they employ; in some cases, these salaries may amount to as much as $2,000-$5,000 more than minority men are paid at minority institutions. But women employed by coeducational institutions are paid no more than women employed by women's colleges, leading to the conclusion that white coeducational institutions are not willing to make the same effort to attract women from women's colleges as they are to attract minority men from minority institutions. If this apparent difference in recruitment effort is indeed actual, what is the explanation for it?

6. What accounts for the relatively small proportion of women and minorities in administration, particularly in top-level positions?

7. The proportions of women and minorities in administration decline at each higher level of salary; given this general situation, what specific barriers to advancement do women and minorities face at each successive step on the job ladder?

8. Is the job ladder the same for women and minorities as for white men?

9. How do administrators get their training and experience?

10. What kinds of job information networks operate for administrators? Are they different for women and minorities than for white men?

11. To what extent are job opportunities in administration related to geographic mobility?

12. Do antinepotism rules affect job opportunities for women in academic administration?

13. How do the employment patterns of college administrators compare with those of college faculty?

14. How are availability pools defined in identifying potential employees for administrative positions? Are they closer to academic or to industrial analogs across the different types of administrative jobs?

15. To explain the small employment shares of women and minorities in college administration, it is often asserted that only a small number are "available" for employment. Why does competition among institutions for those who are "available" tend to increase salaries for minority men to the level paid to white men but not to increase the salaries paid to white and minority women?

16. Are women being promoted through the ranks faster so that they are younger or less experienced than their male counterparts, and consequently less well paid?

17. What determines administrative salary levels and differentials across sex and race groups?

Questions About Affirmative Action in Higher Education

This study makes it clear that only a small percentage of high-level posts in higher education administration are held by women and minorities. Further, the study shows that both white and minority women who do hold such positions are paid substantially less than their male counterparts. These findings about employment patterns and salary levels for the academic year 1975-76 can be used to raise questions about the impact of affirmative action programs undertaken in higher education over the past several years.

Presuming that public policies in this domain of social action are positively related to intended outcomes, a number of alternative explanations may account for the findings:

1. Affirmative action has not been tried ——

   - o because there has not been sufficient time to carry out good faith efforts; and/or
   - o because efforts have been deflected by bad faith or preoccupation with meeting process requirements rather than achieving results.

2. Affirmative action has been tried but it has not succeeded ——

   - o because there are simply not enough qualified women and minorities to fill administrative posts; and/or
   - o because uncertainty or at least confusion about what the laws require or prohibit has impeded implementation.

3. Affirmative action has been tried and it has succeeded ––

   - o but only temporarily because women and minorities are employed disproportionately in positions funded by soft money: these positions may be eliminated as special program resources are reduced or terminated, and/or

   - o but efforts are not reflected in the data yet

     –– because women and minorities are being hired for lower-level administrative positions, not included in the survey, and will be promoted in due course; and/or

     –– because given sharply reduced rates of growth, or even declines at some institutions, new hiring is very small in relation to total employment; consequently, even if women and minorities are hired to fill a large share of new openings, it will take a long time for annual hiring to affect the shares of overall employment.

These alternative explanations lead to these types of questions:

1. Which types of institutions have the best record for creating employment opportunities for women and minorities?

2. Are institutional differences in performance related to affirmative action programs? Why or why not?

3. Where are the successful programs? How are they organized and how do they operate? To whom does the director of the office report? What are the characteristics and work styles of effective affirmative action officers?

4. What is the effect of adding women and minorities to search committees for administrative posts?

5. What role do leaders in educational institutions play in achieving results?

The questions emerging from a review of the findings of this study can be used to design systematic analyses of the operation of the job market and of the effectiveness of affirmative action programs in creating opportunities for administrative employment in higher education for women and minorities.

In all tables that follow, the aggregates are unweighted with respect to the type of institution responding. Percentages are rounded to the nearest tenth.

Table 1

EMPLOYMENT PATTERNS:

HIGHER EDUCATION ADMINISTRATORS IN THE 1975-76 SURVEY

Total Number of Administrators	Number*	Percent*
By Sex	18,035	100.0
Men	15,185	84.2
White	14,220	78.8
Minority	965	5.4
Women	2,850	15.8
White	2,541	14.1
Minority	309	1.7
By Race	18,035	100.0
White	16,761	92.9
Men	14,220	78.8
Women	2,541	14.1
Minority	1,274	7.1
Men	965	5.4
Women	309	1.7

*Note: These aggregates are unweighted with respect to the type of institution responding. Percentages are rounded to the nearest tenth.

Table 2

EMPLOYMENT PATTERNS: INSTITUTIONS GROUPED BY STUDENT BODY TYPE

Student Body Type	Institutional Sample Size	Total Sample Number	Total Sample Percent	White Men Number	White Men Percent	Minority Men Number	Minority Men Percent	White Women Number	White Women Percent	Minority Women Number	Minority Women Percent	All Women Number	All Women Percent	All Men Number	All Men Percent	All Minorities Number	All Minorities Percent
White Coeducational Colleges	940	16,615	100.0	13,701	82.5	530	3.2	2,240	13.5	144	0.9	2,384	14.4	14,231	85.7	674	4.1
Public	574	11,013	100.0	9,211	83.6	434	3.9	1,263	11.5	105	1.0	1,368	12.4	9,645	87.6	539	4.9
Private	366	5,602	100.0	4,490	80.1	96	1.7	977	17.4	39	0.7	1,016	18.1	4,586	81.9	135	2.4
White Women's Colleges	40	490	100.0	234	47.8	1	0.2	254	51.8	1	0.2	255	52.0	235	48.0	2	0.4
Public	2	51	100.0	43	84.3	0	0	8	15.7	0	0	8	15.7	43	84.3	0	0
Private	38	439	100.0	191	43.5	1	0.2	246	56.0	1	0.2	247	56.3	192	43.7	2	0.5
White Men's Colleges	21	265	100.0	232	87.5	2	0.8	31	11.7	0	.0	31	11.7	234	88.3	2	0.8
Public	7	83	100.0	74	89.2	1	1.2	8	9.6	0	.0	8	9.6	75	90.4	1	1.2
Private	14	182	100.0	158	86.8	1	0.5	23	12.6	0	.0	23	12.6	159	87.4	1	0.5
Minority Colleges	36	665	100.0	53	8.0	432	65.0	16	2.4	164	24.7	180	27.1	485	72.9	596	89.6
Public	16	333	100.0	34	10.2	238	71.5	8	2.4	53	15.9	61	18.3	272	81.7	291	87.4
Private	20	332	100.0	19	5.7	194	58.4	8	2.4	111	33.4	119	35.8	213	64.2	305	91.9
All Institutions	1,037	18,035	100.0	14,220	78.8	965	5.4	2,541	14.1	309	1.7	2,850	15.8	15,185	84.2	1,274	7.1
Public	599	11,480	100.0	9,362	81.6	673	5.9	1,287	11.2	158	1.4	1,445	12.6	10,035	87.4	831	7.2
Private	438	6,555	100.0	4,858	74.1	292	4.5	1,254	19.1	151	2.3	1,405	21.4	5,150	78.6	443	6.8

Table 3

EMPLOYMENT PATTERNS: INSTITUTIONS GROUPED BY EDUCATIONAL MISSION

A. All White Coeducational Institutions

		Carnegie Code 1. Research Universities N=104		Carnegie Code 2. Comprehensive Colleges N=229		Carnegie Code 3. Liberal Arts Colleges N=211		Carnegie Code 4. Two-Year Institutions N=343		Carnegie Code 5. Specialized Institutions N=53	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Men	White	2927	88.0	4429	85.0	2302	78.5	3539	78.6	504	78.0
	Minority	99	3.0	181	3.5	48	1.6	185	4.1	17	2.6
Women	White	274	8.2	557	10.7	565	19.3	728	16.2	116	18.0
	Minority	25	0.8	41	0.8	17	0.6	52	1.1	9	1.4
Total		3325	100.0	5208	100.0	2932	100.0	4504	100.0	646	100.0

B. Public White Coeducational Institutions

		Carnegie Code 1. Research Universities N=72		Carnegie Code 2. Comprehensive Colleges N=163		Carnegie Code 3. Liberal Arts Colleges N=13		Carnegie Code 4. Two-Year Institutions N=311		Carnegie Code 5. Specialized Institutions N=15	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Men	White	2214	88.8	3260	86.3	188	80.0	3339	79.4	210	87.1
	Minority	74	3.0	159	2.8	12	5.1	181	4.3	8	3.4
Women	White	188	7.5	390	10.3	31	13.2	634	15.1	20	8.3
	Minority	16	0.6	32	0.6	4	1.7	50	1.2	3	1.2
Total		2492	100.0	3841	100.0	235	100.0	4204	100.0	241	100.0

C. Private White Coeducational Institutions

		Carnegie Code 1. Research Universities N=32		Carnegie Code 2. Comprehensive Colleges N=66		Carnegie Code 3. Liberal Arts Colleges N=198		Carnegie Code 4. Two-Year Institutions N=32		Carnegie Code 5. Specialized Institutions N=38	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Men	White	713	85.6	1169	85.5	2114	78.4	200	66.7	294	72.6
	Minority	25	3.0	22	1.6	36	1.3	4	1.3	9	2.2
Women	White	86	10.3	167	12.2	534	19.8	94	31.3	96	23.7
	Minority	9	1.1	9	0.7	13	0.5	2	0.7	6	1.5
Total		833	100.0	1367	100.0	2697	100.0	300	100.0	405	100.0

Table 3 (Continued)

EMPLOYMENT PATTERNS: INSTITUTIONS GROUPED BY EDUCATIONAL MISSION

D. All Women's Colleges

		Carnegie Code 1. Research Universities N=0		Carnegie Code 2. Comprehensive Colleges N=2		Carnegie Code 3. Liberal Arts Colleges N=29		Carnegie Code 4. Two-Year Institutions N=8		Carnegie Code 5. Specialized Institutions N=1	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Men	White					134	43.0	35	48.0		
	Minority					1	0.3	0	-		
Women	White					176	56.4	38	52.0		
	Minority					1	0.3	0	-		
Total						312	100.0	73	100.0		

E. Public Women's Colleges

		Carnegie Code 1. Research Universities N=0		Carnegie Code 2. Comprehensive Colleges N=2		Carnegie Code 3. Liberal Arts Colleges N=0		Carnegie Code 4. Two-Year Institutions N=0		Carnegie Code 5. Specialized Institutions N=0	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Men	White										
	Minority										
Women	White										
	Minority										
Total											

F. Private Women's Colleges

		Carnegie Code 1. Research Universities N=0		Carnegie Code 2. Comprehensive Colleges N=0		Carnegie Code 3. Liberal Arts Colleges N=29		Carnegie Code 4. Two-Year Institutions N=8		Carnegie Code 5. Specialized Institutions N=1	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Men	White					134	43.0	35	48.0		
	Minority					1	0.3	0	-		
Women	White					176	56.4	38	52.0		
	Minority					1	0.3	0	-		
Total						312	100.0	73	100.0		

Table 3 (Continued)

EMPLOYMENT PATTERNS: INSTITUTIONS GROUPED BY EDUCATIONAL MISSION

G. All Men's Colleges

		Carnegie Code 1. Research Universities N=1		Carnegie Code 2. Comprehensive Colleges N=1		Carnegie Code 3. Liberal Arts Colleges N=7		Carnegie Code 4. Two-Year Institutions N=2		Carnegie Code 5. Specialized Institutions N=7	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Men	White					85	90.4			91	83.5
	Minority					1	1.1			1	0.9
Women	White					8	8.5			17	15.6
	Minority					0	-			0	-
Total						94	100.0			109	100.0

H. Public Men's Colleges

		Carnegie Code 1. Research Universities N=0		Carnegie Code 2. Comprehensive Colleges N=1		Carnegie Code 3. Liberal Arts Colleges N=0		Carnegie Code 4. Two-Year Institutions N=1		Carnegie Code 5. Specialized Institutions N=2	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Men	White										
	Minority										
Women	White										
	Minority										
Total											

I. Private Men's Colleges

		Carnegie Code 1. Research Universities N=1		Carnegie Code 2. Comprehensive Colleges N=0		Carnegie Code 3. Liberal Arts Colleges N=7		Carnegie Code 4. Two-Year Institutions N=1		Carnegie Code 5. Specialized Institutions N=5	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Men	White					85	90.4			41	78.8
	Minority					1	1.1			0	-
Women	White					8	8.5			11	21.2
	Minority					0	-			0	-
Total						94	100.0			52	100.0

Table 3 (Continued)

EMPLOYMENT PATTERNS: INSTITUTIONS GROUPED BY EDUCATIONAL MISSION

J. All Minority Institutions

		Carnegie Code 1. Research Universities N=0		Carnegie Code 2. Comprehensive Colleges N=13		Carnegie Code 3. Liberal Arts Colleges N=15		Carnegie Code 4. Two-Year Institutions N=8		Carnegie Code 5. Specialized Institutions N=0	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Men	White			15	5.0	15	5.6	23	25.3		
	Minority			234	78.0	150	55.8	44	48.4		
Women	White			3	1.0	7	2.6	6	6.6		
	Minority			48	16.0	97	36.0	18	19.7		
Total				300	100.0	269	100.0	91	100.0		

K. Public Minority Institutions

		Carnegie Code 1. Research Universities N=0		Carnegie Code 2. Comprehensive Colleges N=12		Carnegie Code 3. Liberal Arts Colleges N=0		Carnegie Code 4. Two-Year Institutions N=4		Carnegie Code 5. Specialized Institutions N=0	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Men	White			12	4.5			22	36.1		
	Minority			208	77.6			27	44.3		
Women	White			3	1.1			5	8.2		
	Minority			45	16.8			7	11.4		
Total				268	100.0			61	100.0		

L. Private Minority Institutions

		Carnegie Code 1. Research Universities N=0		Carnegie Code 2. Comprehensive Colleges N=1		Carnegie Code 3. Liberal Arts Colleges N=15		Carnegie Code 4. Two-Year Institutions N=4		Carnegie Code 5. Specialized Institutions N=0	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Men	White					15	5.6	1	3.3		
	Minority					150	55.8	17	56.7		
Women	White					7	2.6	1	3.3		
	Minority					97	36.0	11	36.7		
Total						269	100.0	30	100.0		

Table 4

EMPLOYMENT PATTERNS: COMPARISON OF INSTITUTIONS GROUPED BY RELATIVE RESOURCE AND SELECTIVITY RANKING

White Coeducational Colleges

	Carnegie Code	Relative Ranking	Total Sample	White Men		Minority Men		White Women		Minority Women	
				Number	Percent	Number	Percent	Number	Percent	Number	Percent
Public											
1.1	Research Universities	High	858	754	87.9	25	2.9	74	8.6	5	0.6
1.2	Research Universities	Low	596	540	90.6	18	3.0	32	5.4	6	1.0
1.3	Doctoral-Granting Universities	High	722	644	89.2	23	3.2	53	7.3	2	0.3
1.4	Doctoral-Granting Universities	Low	316	276	87.3	8	2.5	29	9.2	3	0.9
2.1	Comprehensive Universities and Colleges	High	3215	2757	85.8	123	3.8	311	9.7	24	0.7
2.2	Comprehensive Universities and Colleges	Low	626	503	80.4	36	5.8	79	12.6	8	1.3
3.1	Liberal Arts Colleges	High	-	-	-	-	-	-	-	-	-
3.2	Liberal Arts Colleges	Low	235	188	80.0	12	5.1	31	13.2	4	1.7
Private											
1.1	Research Universities	High	148	130	87.8	3	2.0	13	8.8	2	1.4
1.2	Research Universities	Low	274	236	86.1	10	3.6	26	9.5	2	0.7
1.3	Doctoral-Granting Universities	High	214	191	89.3	2	0.9	19	8.9	2	0.9
1.4	Doctoral-Granting Universities	Low	197	156	79.2	10	5.1	28	14.2	3	1.5
2.1	Comprehensive Universities and Colleges	High	1051	906	86.2	20	1.9	117	11.1	8	0.8
2.2	Comprehensive Universities and Colleges	Low	316	263	83.2	2	0.6	50	15.8	1	0.3
3.1	Liberal Arts Colleges	High	642	526	81.9	7	1.1	108	16.8	1	0.2
3.2	Liberal Arts Colleges	Low	2055	1588	77.3	29	1.4	426	20.7	12	0.6

Table 5

EMPLOYMENT PATTERNS: ADMINISTRATORS GROUPED BY TYPE OF ADMINISTRATIVE POSITION

A. All Institutions Grouped by Student Body Type

Institutional Grouping		Number of Sample Institutions	Chief Executive (3 positions)	Administrative Affairs (14 positions)	Academic Affairs (22 positions)	Student Affairs (9 positions)	External Affairs (4 positions)
White Coeducational Institutions							
Public		574					
Men	White		95.6	84.4	82.3	81.8	81.8
	Minority		3.3	4.1	2.9	5.2	3.4
Women	White		1.1	10.4	13.9	11.8	13.8
	Minority		0	1.1	0.9	1.2	1.0
Total			100.0	100.0	100.0	100.0	100.0
Private		366					
Men	White		95.5	82.1	79.6	74.2	82.1
	Minority		0.5	2.0	1.3	2.3	1.0
Women	White		3.7	15.1	18.8	22.3	16.6
	Minority		0.3	0.8	0.3	1.2	0.3
Total			100.0	100.0	100.0	100.0	100.0
White Women's Colleges							
Public		2					
Men	White						
	Minority						
Women	White						
	Minority						
Total							
Private		38					
Men	White		68.6	70.6	45.1	17.2	35.7
	Minority		0	0	0	0	0
Women	White		31.4	29.4	54.9	81.4	64.3
	Minority		0	0	0	0.7	0
Total			100.0	100.0	100.0	100.0	100.0

Table 5 (continued)

EMPLOYMENT PATTERNS: ADMINISTRATORS GROUPED BY TYPE OF ADMINISTRATIVE POSITION

A. All Institutions Grouped by Student Body Type (continued)

Institutional Grouping		Number of Sample Institutions	Chief Executive (3 positions)	Administrative Affairs (14 positions)	Academic Affairs (22 positions)	Student Affairs (9 positions)	External Affairs (4 positions)
White Men's Colleges							
Public		7					
Men	White		100.0	93.3	89.5	78.3	100.0
	Minority		0	0	0	4.3	0
Women	White		0	6.7	10.5	17.4	0
	Minority		0	0	0	0	0
Total			100.0	100.0	100.0	100.0	100.0
Private		14					
Men	White		100.0	82.8	84.4	88.5	87.5
	Minority		0	0	0	1.6	0
Women	White		0	17.2	15.6	9.9	12.5
	Minority		0	0	0	0	0
Total			100.0	100.0	100.0	100.0	100.0
Minority Institutions							
Public		16					
Men	White		21.1	15.2	7.1	9.0	4.8
	Minority		78.9	72.8	64.6	76.4	71.4
Women	White		0	3.3	2.6	2.2	0
	Minority		0	8.7	25.7	12.4	23.8
Total			100.0	100.0	100.0	100.0	100.0
Private		20					
Men	White		0	10.8	7.6	0.9	8.0
	Minority		95.5	65.1	53.3	46.8	72.0
Women	White		0	0	5.4	0	12.0
	Minority		4.5	24.1	33.7	52.3	8.0
Total			100.0	100.0	100.0	100.0	100.0

Table 5 (continued)

EMPLOYMENT PATTERNS: ADMINISTRATORS GROUPED BY TYPE OF ADMINISTRATIVE POSITION

B. White Coeducational Institutions Grouped by Carnegie Code

Institutional Grouping		Number of Sample Institutions	Chief Executive (3 positions)	Administrative Affairs (14 positions)	Academic Affairs (22 positions)	Student Affairs (9 positions)	External Affairs (4 positions)
1.0 Research Universities							
Public		72					
Men	White		94.3	88.2	87.8	90.4	88.7
	Minority		3.8	4.5	1.4	3.2	3.4
Women	White		1.9	6.0	10.5	6.0	7.9
	Minority		0	1.3	0.3	0.5	0
Total			100.0	100.0	100.0	100.0	100.0
Private		32					
Men	White		97.6	85.2	86.8	81.1	89.5
	Minority		0	3.3	2.9	3.8	1.5
Women	White		2.4	10.0	10.3	12.7	9.0
	Minority		0	1.5	0	2.4	0
Total			100.0	100.0	100.0	100.0	100.0
2.0 Comprehensive Colleges							
Public		163					
Men	White		96.6	85.7	83.9	82.7	84.0
	Minority		2.4	4.1	4.1	5.3	2.3
Women	White		1.0	9.1	11.2	11.2	12.8
	Minority		0	1.1	0.8	0.8	0.9
Total			100.0	100.0	100.0	100.0	100.0
Private		66					
Men	White		100.0	86.2	88.0	79.9	86.6
	Minority		0	1.8	1.2	2.4	0.7
Women	White		0	11.3	10.5	16.8	12.0
	Minority		0	0.8	0.3	1.0	0.7
Total			100.0	100.0	100.0	100.0	100.0

Table 5 (continued)

EMPLOYMENT PATTERNS: ADMINISTRATORS GROUPED BY TYPE OF ADMINISTRATIVE POSITION

B. White Coeducational Institutions Grouped by Carnegie Code (continued)

Institutional Grouping		Number of Sample Institutions	Chief Executive (3 positions)	Administrative Affairs (14 positions)	Academic Affairs (22 positions)	Student Affairs (9 positions)	External Affairs (4 positions)
3.0 Liberal Arts Colleges							
Public		13					
Men	White		100.0	75.3	85.7	75.3	87.5
	Minority		0	7.8	1.8	6.8	0
Women	White		0	16.9	12.5	12.3	12.5
	Minority		0	0	0	5.5	0
Total			100.0	100.0	100.0	100.0	100.0
Private		198					
Men	White		94.3	82.1	74.0	72.8	80.7
	Minority		0.9	1.8	0.6	1.6	0.9
Women	White		4.8	15.7	24.8	24.8	18.4
	Minority		0	0.4	06.	0.8	0
Total			100.0	100.0	100.0	100.0	100.0
4.0 Two-Year Colleges							
Public		311					
Men	White		95.1	81.0	76.4	76.7	75.5
	Minority		3.9	3.7	3.0	6.3	4.5
Women	White		1.0	14.4	19.3	15.4	18.2
	Minority		0	0.9	1.3	1.6	1.8
Total			100.0	100.0	100.0	100.0	100.0
Private		32					
Men	White		88.6	64.0	56.7	61.9	81.3
	Minority		0	2.3	0	2.4	0
Women	White		8.6	33.7	43.3	34.5	18.7
	Minority		2.8	0	0	1.2	0
Total			100.0	100.0	100.0	100.0	100.0

Table 5 (continued)

EMPLOYMENT PATTERNS: ADMINISTRATORS GROUPED BY TYPE OF ADMINISTRATIVE POSITION

B. White Coeducational Institutions Grouped by Carnegie Code (continued)

Institutional Grouping		Number of Sample Institutions	Chief Executive (3 positions)	Administrative Affairs (14 positions)	Academic Affairs (22 positions)	Student Affairs (9 positions)	External Affairs (4 positions)
5.0 Specialized Institutions							
Public		15					
Men	White		100.0	88.7	84.1	80.9	94.1
	Minority		0	4.1	1.6	6.4	0
Women	White		0	5.1	12.7	12.7	5.9
	Minority		0	2.1	1.6	0	0
Total			100.0	100.0	100.0	100.0	100.0
Private		38					
Men	White		97.6	75.8	73.4	60.0	68.2
	Minority		0	0.8	2.1	4.8	2.3
Women	White		2.4	21.7	24.5	32.4	27.3
	Minority		0	1.7	0	2.8	2.2
Total			100.0	100.0	100.0	100.0	100.0

Table 6

EMPLOYMENT SHARES BY RACE AND SEX FOR ADMINISTRATIVE POSITIONS

A. White Coeducational Institutions

Position	Public Institutions (N=574) Number of Administrators In the Sample	Public Institutions (N=574) Percent Distribution White Men	Minority Men	White Women	Minority Women	Private Institutions (N=366) Number of Administrators In the Sample	Private Institutions (N=366) Percent Distribution White Men	Minority Men	White Women	Minority Women
Chief Executive Officers										
Chief Executive (President)	394	96	3	1	0	333	96	0	4	0
Chief Executive (System)	178	93	6	2	0	5	100	0	0	0
Executive Vice President	152	97	2	1	0	65	94	2	3	2
Administrative Affairs Officers										
Chief Planning Officer	131	98	0	2	0	37	97	0	3	0
Director, Computer Center	330	95	2	3	0	147	96	0	4	0
Director, Information Systems	78	97	1	0	1	29	90	0	10	0
Chief Business Officer	491	96	2	2	0	316	93	1	6	0
Chief Budgeting Officer	152	89	3	8	0	36	78	0	22	0
Director, Personnel Services	287	77	8	14	1	119	58	3	35	3
Affirmative Action/Equal Employment	148	18	33	32	17	22	32	32	23	14
Director, Physical Plant	448	97	3	0	0	293	98	2	0	0
Purchasing Agent	296	85	2	13	0	96	81	5	14	0
Director, Food Service	154	71	3	25	1	106	69	3	26	2
Comptroller	278	91	2	6	0	203	84	1	14	0
Manager, Bookstore	319	62	2	35	1	203	53	0	45	1
Staff Legal Counsel	48	92	2	4	2	13	92	0	8	0
Chief Health Affairs Officer	134	88	1	10	1	31	87	3	10	0
Academic Affairs Officers										
Chief Academic Officer	479	92	3	5	0	281	95	1	4	0
Head Librarian	509	69	1	27	2	317	60	2	38	0
Director, Institutional Research	226	85	4	12	0	51	76	0	22	2
Architecture	42	95	2	2	0	7	100	0	0	0
Agriculture	69	99	1	0	0	0	0	0	0	0
Arts and Sciences	253	92	3	4	0	83	92	1	7	0
Business	247	96	2	3	0	72	92	3	6	0
Dentistry	31	97	0	3	0	10	100	0	0	0
Education	202	89	7	3	0	66	82	2	17	0
Engineering	115	97	1	1	1	37	97	3	0	0
Extensions	144	94	3	3	0	35	83	3	11	3
Fine Arts	116	84	4	10	2	38	87	0	13	0
Graduate Programs	158	89	3	8	0	50	84	4	12	0
Home Economics	73	14	1	82	3	7	29	0	71	0
Law	41	100	0	0	0	35	94	3	3	0
Medicine	45	100	0	0	0	11	100	0	0	0
Music	58	95	3	2	0	35	94	0	5	0
Nursing	160	9	1	86	4	39	3	0	95	3
Pharmacy	32	100	0	0	0	6	100	0	0	0
Social Work	64	72	13	16	0	26	85	0	15	0
Technology	76	96	4	0	0	5	100	0	0	0
Vocational Education	123	93	4	2	1	4	100	0	0	0

Table 6 (continued)

EMPLOYMENT SHARES BY RACE AND SEX FOR ADMINISTRATIVE POSITIONS

A. White Coeducational Institutions (continued)

Position	Public Institutions (N=574) Number of Administrators In the Sample	Public Institutions (N=574) Percent Distribution White Men	Minority Men	White Women	Minority Women	Private Institutions (N=366) Number of Administrators In the Sample	Private Institutions (N=366) Percent Distribution White Men	Minority Men	White Women	Minority Women
Student Affairs Officers										
Registrar	455	79	2	18	2	280	61	0	37	1
Director of Admissions	310	88	5	7	1	244	86	0	12	1
Director, Student Housing	196	85	2	12	1	139	65	3	31	1
Chief Student Life Officer	422	83	9	8	1	250	84	3	11	1
Director, Student Union	254	84	6	11	0	99	70	0	27	3
Director, Student Placement	296	81	3	14	1	149	60	3	34	3
Director, Student Financial Aid	411	71	11	15	3	229	67	5	27	1
Director, Student Counseling	325	77	4	17	2	137	74	3	23	0
Director, Athletics	261	97	3	1	0	174	95	3	2	0
External Affairs Officers										
Director, Community Services	219	83	7	7	2	36	75	6	17	3
Chief Development Officer	139	96	3	1	0	292	95	1	4	0
Chief Public Relations Officer	224	83	1	15	0	182	75	0	24	1
Director, Information Office	220	70	2	27	1	122	65	1	34	0

Table 6

EMPLOYMENT SHARES BY RACE AND SEX FOR ADMINISTRATIVE POSITIONS

B. White Women's Colleges

Position	Public Institutions (N=2) * Percent Distribution					Private Institutions (N=38) Percent Distribution				
	Number of Administrators in the Sample	White Men	Minority Men	White Women	Minority Women	Number of Administrators In the Sample	White Men	Minority Men	White Women	Minority Women
Chief Executive Officers										
Chief Executive (President)						31	65	0	35	0
Chief Executive (System)						0	0	0	0	0
Executive Vice President						4	100	0	0	0
Administrative Affairs Officers										
Chief Planning Officer						2	50	0	50	0
Director, Computer Center						6	83	0	17	0
Director, Information Systems						1	100	0	0	0
Chief Business Officer						31	90	0	10	0
Chief Budgeting Officer						0	0	0	0	0
Director, Personnel Services						8	25	0	75	0
Affirmative Action/Equal Employment						0	0	0	0	0
Director, Physical Plant						27	100	0	0	0
Purchasing Agent						8	63	0	38	0
Director, Food Services						8	63	0	38	0
Comptroller						18	56	0	44	0
Manager, Bookstore						15	33	0	67	0
Staff Legal Counsel						0	0	0	0	0
Chief Health Affairs Officer						2	0	0	100	0
Academic Affairs Officers										
Chief Academic Officer						27	48	0	52	0
Head Librarian						29	41	0	59	0
Director, Institutional Research						7	57	0	43	0
Architecture						0	0	0	0	0
Agriculture						0	0	0	0	0
Arts and Sciences						1	0	0	100	0
Business						0	0	0	0	0
Dentistry						0	0	0	0	0
Education						0	0	0	0	0
Engineering						0	0	0	0	0
Extension						1	100	0	0	0
Fine Arts						1	100	0	0	0
Graduate Programs						2	0	0	100	0
Home Economics						0	0	0	0	0
Law						0	0	0	0	0
Medicine						0	0	0	0	0
Music						0	0	0	0	0
Nursing						2	0	0	100	0
Pharmacy						0	0	0	0	0
Social Work						1	100	0	0	0
Technology						0	0	0	0	0
Vocational Education						0	0	0	0	0

*Data are not disclosed

Table 6 (continued)

EMPLOYMENT SHARES BY RACE AND SEX FOR ADMINISTRATIVE POSITIONS

B. White Women's Colleges (continued)

Position	Public Institutions (N=2) * Percent Distribution					Private Institutions (N=38) Percent Distribution				
	Number of Administrators In the Sample	White Men	Minority Men	White Women	Minority Women	Number of Administrators In the Sample	White Men	Minority Men	White Women	Minority Women
Student Affairs Officers										
Registrar						26	27	0	73	0
Director of Admissions						36	36	0	64	0
Director, Student Housing						10	10	0	90	0
Chief Student Life Officer						25	0	0	100	0
Director, Student Union						5	20	0	80	0
Director, Student Placement						16	13	0	88	0
Director, Student Financial Aid						19	11	0	90	0
Director, Student Counseling						8	0	13	88	0
Director, Athletics						6	0	0	100	0
External Affairs Officers										
Director, Community Services						0	0	0	0	0
Chief Development Officer						28	61	0	40	0
Chief Public Relations Officer						15	13	0	87	0
Director, Information Office						13	8	0	92	0

*Note: Data are not disclosed.

Table 6

EMPLOYMENT SHARES BY RACE AND SEX FOR ADMINISTRATIVE POSITIONS

C. White Men's Colleges

Position	Public Institutions (N=7) Number of Administrators In the Sample	Public Institutions (N=7) Percent Distribution White Men	Minority Men	White Women	Minority Women	Private Institutions (N=14) Number of Administrators In the Sample	Private Institutions (N=14) Percent Distribution White Men	Minority Men	White Women	Minority Women
Chief Executive Officers										
Chief Executive (President)	6	100	0	0	0	13	100	0	0	0
Chief Executive (System)	0	0	0	0	0	0	0	0	0	0
Executive Vice President	0	0	0	0	0	2	100	0	0	0
Administrative Affairs Officers										
Chief Planning Officer	4	100	0	0	0	1	100	0	0	0
Director, Computer Center	3	100	0	0	0	6	83	0	17	0
Director, Information Systems	1	100	0	0	0	1	100	0	0	0
Chief Business Officer	4	100	0	0	0	11	100	0	0	0
Chief Budgeting Officer	1	100	0	0	0	3	100	0	0	0
Director, Personnel Services	3	33	0	67	0	5	60	0	40	0
Affirmative Action/Equal Employment	0	0	0	0	0	1	100	0	0	0
Director, Physical Plant	5	100	0	0	0	10	100	0	0	0
Purchasing Agent	2	100	0	0	0	2	50	0	50	0
Director, Food Services	2	100	0	0	0	3	33	0	67	0
Comptroller	3	100	0	0	0	8	88	0	13	0
Manager, Bookstore	2	100	0	0	0	6	50	0	50	0
Staff Legal Counsel	0	0	0	0	0	0	0	0	0	0
Chief Health Affairs Officer	0	0	0	0	0	1	100	0	0	0
Academic Affairs Officers										
Chief Academic Officer	4	100	0	0	0	11	100	0	0	0
Head Librarian	5	60	0	40	0	11	73	0	27	0
Director, Institutional Research	1	100	0	0	0	1	0	0	100	0
Architecture	1	100	0	0	0	0	0	0	0	0
Agriculture	0	0	0	0	0	0	0	0	0	0
Arts and Sciences	1	100	0	0	0	3	100	0	0	0
Business	0	0	0	0	0	1	100	0	0	0
Dentistry	0	0	0	0	0	0	0	0	0	0
Education	0	0	0	0	0	0	0	0	0	0
Engineering	2	100	0	0	0	2	100	0	0	0
Extension	0	0	0	0	0	0	0	0	0	0
Fine Arts	0	0	0	0	0	0	0	0	0	0
Graduate Programs	2	100	0	0	0	1	100	0	0	0
Home Economics	0	0	0	0	0	0	0	0	0	0
Law	0	0	0	0	0	0	0	0	0	0
Medicine	0	0	0	0	0	0	0	0	0	0
Music	0	0	0	0	0	0	0	0	0	0
Nursing	0	0	0	0	0	0	0	0	0	0
Pharmacy	0	0	0	0	0	1	0	0	100	0
Social Work	0	0	0	0	0	0	0	0	0	0
Technology	2	100	0	0	0	1	100	0	0	0
Vocational Education	1	100	0	0	0	0	0	0	0	0

Table 6 (continued)

EMPLOYMENT SHARES BY RACE AND SEX FOR ADMINISTRATIVE POSITIONS

C. White Men's Colleges (continued)

Position	Public Institutions (N=7) Number of Administrators In the Sample	Public Institutions (N=7) Percent Distribution White Men	Public Institutions (N=7) Percent Distribution Minority Men	Public Institutions (N=7) Percent Distribution White Women	Public Institutions (N=7) Percent Distribution Minority Women	Private Institutions (N=14) Number of Administrators In the Sample	Private Institutions (N=14) Percent Distribution White Men	Private Institutions (N=14) Percent Distribution Minority Men	Private Institutions (N=14) Percent Distribution White Women	Private Institutions (N=14) Percent Distribution Minority Women
Student Affairs Officers										
Registrar	5	60	0	40	0	10	80	0	20	0
Director of Admissions	4	75	0	25	0	10	100	0	0	0
Director, Student Housing	0	0	0	0	0	3	67	0	33	0
Chief Student Life Officer	3	100	0	0	0	8	100	0	0	0
Director, Student Union	2	100	0	0	0	2	50	50	0	0
Director, Student Placement	0	0	0	0	0	6	83	0	17	0
Director, Student Financial Aid	3	33	33	33	0	7	71	0	29	0
Director, Student Counseling	2	100	0	0	0	6	100	0	0	0
Director, Athletics	4	100	0	0	0	9	100	0	0	0
External Affairs Officers										
Director, Community Services	0	0	0	0	0	0	0	0	0	0
Chief Development Officer	1	100	0	0	0	10	90	0	10	0
Chief Public Relations Officer	1	100	0	0	0	3	100	0	0	0
Director, Information Officer	3	100	0	0	0	3	67	0	33	0

Table 6

EMPLOYMENT SHARES BY RACE AND SEX FOR ADMINISTRATIVE POSITIONS

D. Minority Institutions

Position	Public Institutions (N=16) Number of Administrators In the Sample	Public Institutions (N=16) Percent Distribution White Men	Minority Men	White Women	Minority Women	Private Institutions (N=20) Number of Administrators In the Sample	Private Institutions (N=20) Percent Distribution White Men	Minority Men	White Women	Minority Women
Chief Executive Officers										
Chief Executive (President)	11	18	82	0	0	19	0	100	0	0
Chief Executive (System)	4	0	100	0	0	0	0	0	0	0
Executive Vice President	2	0	100	0	0	4	0	75	0	25
Administrative Affairs Officers										
Chief Planning Officer	6	17	67	17	0	4	25	75	0	0
Director, Computer Center	9	33	56	0	11	4	50	25	0	25
Director, Information Systems	1	100	0	0	0	0	0	0	0	0
Chief Business Officer	14	21	71	7	0	18	11	78	0	11
Chief Budgeting Officer	5	20	80	0	0	2	0	100	0	0
Director, Personnel Services	9	0	67	0	33	9	0	44	0	56
Affirmative Action/Equal Employment	2	50	50	0	0	1	0	100	0	0
Director, Physical Plant	11	9	91	0	0	17	0	94	0	6
Purchasing Agent	9	0	78	0	22	5	0	80	0	20
Director, Food Services	5	0	80	0	20	5	0	20	0	80
Comptroller	8	13	63	13	13	8	50	25	0	25
Manager, Bookstore	8	0	100	0	0	8	0	50	0	50
Staff Legal Counsel	0	0	0	0	0	0	0	0	0	0
Chief Health Affairs Officer	4	0	50	0	50	2	0	100	0	0
Academic Affairs Officers										
Chief Academic Officer	15	6	81	0	6	18	6	83	0	11
Head Librarian	15	7	33	7	53	19	5	16	5	74
Director, Institutional Research	10	0	80	10	10	8	13	50	13	25
Architecture	1	100	0	0	0	1	100	0	0	0
Agriculture	3	0	100	0	0	2	50	0	50	0
Arts and Sciences	11	0	91	0	9	8	0	75	13	13
Business	9	0	56	11	33	8	13	38	13	38
Dentistry	1	0	100	0	0	0	0	0	0	0
Education	8	0	88	0	13	7	0	71	0	29
Engineering	3	33	67	0	0	1	100	0	0	0
Extension	3	33	67	0	0	1	0	100	0	0
Fine Arts	3	0	33	0	67	4	0	50	0	50
Graduate Programs	6	0	83	0	17	2	0	100	0	0
Home Economics	3	0	0	0	100	1	0	100	0	0
Law	1	0	100	0	0	0	0	0	0	0
Medicine	0	0	0	0	0	0	0	0	0	0
Music	2	0	50	0	50	3	0	100	0	0
Nursing	6	0	0	0	100	3	0	0	0	100
Pharmacy	1	0	100	0	0	0	0	0	0	0
Social Work	3	0	67	0	33	4	0	50	0	50
Technology	5	20	80	0	0	1	0	100	0	0
Vocational Education	3	33	67	0	0	1	0	100	0	0

Table 6 (continued)

EMPLOYMENT SHARES BY RACE AND SEX FOR ADMINISTRATIVE POSITIONS

D. Minority Institutions (continued)

Position	Public Institutions (N=16) Number of Administrators In the Sample	Public Institutions (N=16) Percent Distribution White Men	Public Institutions (N=16) Percent Distribution Minority Men	Public Institutions (N=16) Percent Distribution White Women	Public Institutions (N=16) Percent Distribution Minority Women	Private Institutions (N=20) Number of Administrators In the Sample	Private Institutions (N=20) Percent Distribution White Men	Private Institutions (N=20) Percent Distribution Minority Men	Private Institutions (N=20) Percent Distribution White Women	Private Institutions (N=20) Percent Distribution Minority Women
Student Affairs Officers										
Registrar	14	7	64	7	21	17	6	18	0	76
Director of Admissions	6	0	100	0	0	14	0	36	0	64
Director, Student Housing	4	0	75	0	25	6	0	33	0	67
Chief Student Life Officer	12	17	75	0	8	13	0	85	0	15
Director, Student Union	10	10	80	0	10	8	0	38	0	63
Director, Student Placement	12	0	100	0	0	12	0	42	0	58
Director, Student Financial Aid	12	8	83	0	8	18	0	50	0	50
Director, Student Counseling	8	13	25	13	50	10	0	30	0	70
Director, Athletics	10	10	90	0	0	11	0	91	0	9
External Affairs Officers										
Director, Community Services	2	0	100	0	0	2	0	50	0	50
Chief Development Officer	9	11	67	0	22	14	14	71	14	0
Chief Public Relations Officer	7	0	57	0	43	6	0	83	0	17
Director, Information Office	3	0	100	0	0	3	0	67	33	0

Table 7

EMPLOYMENT PATTERNS: JOB CONCENTRATION OF ADMINISTRATORS BY RACE AND SEX

A. White Coeducational Institutions

White Men		Minority Men		White Women		Minority Women	
Public Institutions (N=574)							
Total Employed	9211	Total Employed:	434	Total Employed:	1263	Total Employed	105
Position		Position		Position		Position	
Chief Business Officer	471	Affirmative Action/ Equal Employment	49	Head Librarian	138	Affirmative Action/ Equal Employment	25
Chief Academic Officer	439	Director, Student Financial Aid	45	Nursing Dean	138	Head Librarian	11
Director, Physical Plant	433	Chief Student Life Officer	36	Bookstore Manager	112	Director, Student Financial Aid	11
Chief Executive Officer	380	Director, Personnel Services	23	Registrar	81	Nursing Dean	7
Registrar	358	Director, Community Services	16	Director, Student Financial Aid	63	Registrar	7
Head Librarian	353	Director, Physical Plant	15	Home Economics Dean	60		
Chief Student Life Officer	350	Education	15	Director, Information Office	60		
Director, Computer Center	313	Director of Admissions	15				
Director, Student Financial Aid	292						
Director of Admissions	272						
Comptroller	254						
Director, Athletics	252						
Purchasing Agent	251						
Director, Student Counseling	251						
Subtotal	4669	Subtotal	214	Subtotal	652	Subtotal	61
Private Institutions (N=366)							
Total Employed:	4490	Total Employed:	96	Total Employed:	977	Total Employed:	39
Position		Position		Position		Position	
Chief Executive Officer	319	Director, Student Financial Aid		Head Librarian	120	Director, Personnel Services	4
Chief Business Officer	294	Chief Student Life Officer	8	Registrar	104	Registrar	4
Director, Physical Plant	286	Affirmative Action/Equal Employment	7	Bookstore Manager	92	Director, Student Placement	4
Chief Development Officer	276	Director, Physical Plant	6	Director, Student Financial Aid	62	Affirmative Action/Equal Employment	3
Chief Academic Officer	267	Purchasing Agent	5	Director, Student Placement	51	Chief Student Life Officer	3
Director of Admissions	211	Head Librarian	5	Chief Public Relations Officer	44	Director, Student Union	3
Chief Student Life Officer	211	Director, Student Placement	5	Director, Student Housing	43	Director, Student Financial Aid	3
Head Librarian	191						
Comptroller	171						
Registrar	171						
Subtotal	2397	Subtotal	47	Subtotal	516	Subtotal	24

Table 7 (continued)

EMPLOYMENT PATTERNS: JOB CONCENTRATION OF ADMINISTRATORS BY RACE AND SEX

B. White Women's Colleges

White Men		Minority Men		White Women		Minority Women	
			Public Institutions (N=2)				
Total Employed:	27	Total Employed:	0	Total Employed:	10	Total Employed:	0
Position				Position			
Chief Executive Officer	2			Director, Personnel Services	1		
Chief Business Officer	2			Purchasing Agent	1		
Director, Physical Plant	2			Director, Food Services	1		
Comptroller	2			Chief Academic Officer	1		
Director, Institutional Research	2			Head Librarian	1		
Subtotal	14	Subtotal	0	Subtotal	5	Subtotal	0
			Private Institutions (N=38)				
Total Employed:	191	Total Employed:	1	Total Employed:	247	Total Employed	0
Position		Position		Position			
Chief Business Officer	28	Director, Student Counseling	1	Chief Student Life Officer	25		
Director, Physical Plant	27			Director, Admissions	23		
Chief Executive Officer	20			Registrar	19		
Chief Development Officer	17			Head Librarian	17		
				Director, Student Financial Aid	17		
				Chief Academic Officer	14		
				Director Student Placement	14		
Subtotal	92	Subtotal	1	Subtotal	129	Subtotal	0

Table 7 (continued)

EMPLOYMENT PATTERNS: JOB CONCENTRATION OF ADMINISTRATORS BY RACE AND SEX

C. White Men's Colleges

White Men		Minority Men		White Women		Minority Women	
			Public Institutions (N=7)				
Total Employed:	74	Total Employed:	1	Total Employed:	8	Total Employed	0
Position		Position		Position			
Chief Executive Officer	6	Director, Student Financial Aid	1	Director, Personnel Services	2		
Director, Physical Plant	5			Head Librarian	2		
Head Librarian	5						
Registrar	5						
Chief Planning Officer	4						
Chief Business Officer	4						
Chief Academic Officer	4						
Director, Admissions	4						
Subtotal	37	Subtotal	1	Subtotal	4	Subtotal	0
			Private Institutions (N=14)				
Total Employed:	158	Total Employed:	1	Total Employed	23	Total Employed:	0
Position		Position		Position			
Chief Executive Officer	13	Director, Student Union	1	Manager, Bookstore	3		
Chief Business Officer	11			Head Librarian	3		
Chief Academic Officer	11			Director, Personnel Services	2		
Head Librarian	11			Director, Food Services	2		
Director, Physical Plant	10			Registrar	2		
Registrar	10						
Director, Admissions	10						
Subtotal	76	Subtotal	1	Subtotal	12	Subtotal	0

Table 7 (continued)

EMPLOYMENT PATTERNS: JOB CONCENTRATION OF ADMINISTRATORS BY RACE AND SEX

D. Minority Institutions

White Men		Minority Men		White Women		Minority Women	
Public Institutions (N=16)							
Total Employed:	29	Total Employed	237	Total Employed:	8	Total Employed:	55
Position		Position		Position		Position	
Director, Computer Center	3	Chief Academic Officer	13	Chief Planning Officer	1	Head Librarian	8
Chief Business Officer	3	Director, Student Placement	12	Chief Business Officer	1	Nursing Dean	6
Chief Executive Officer	2	Chief Business Officer	10	Comptroller	1	Director, Student Counseling	4
Chief Student Life Officer	2	Director, Physical Plant	10	Head Librarian	1	Director, Personnel Services	3
Chief Planning Officer	1	Director, Arts & Sciences	10			Director, Business	3
Director, Information Systems	1	Director, Student Financial Aid	10			Director, Home Economics	3
Chief Budgeting Officer	1	Chief Executive Officer	9				
Affirmative Action Officer	1	Registrar	9				
Director, Physical Plant	1	Chief Student Life Officer	9				
		Director, Athletics	9				
		Manager, Bookstore	8				
		Director, Institutional Research	8				
Subtotal	15	Subtotal	117	Subtotal	4	Subtotal	27
Private Institutions (N=20)							
Total Employed:	19	Total Employed:	194	Total Employed:	8	Total Employed	111
Position		Position		Position		Position	
Comptroller	4	Chief Executive Officer	19	Chief Development Officer	2	Head Librarian	14
Director, Computer Center	2	Director, Physical Plant	16	Head Librarian	1	Registrar	13
Chief Business Officer	2	Chief Academic Officer	15	Director, Institutional Research	1	Director, Admissions	9
Chief Development Officer	2	Chief Business Officer	14			Director, Student Financial Aid	9
		Chief Student Life Officer	11			Director, Student Counseling	7
		Chief Development Officer	10				
Subtotal	10	Subtotal	95	Subtotal	4	Subtotal	59

Table 8

PERCENT OF TOTAL MINORITY EMPLOYMENT IN ADMINISTRATION OF HIGHER EDUCATION INSTITUTIONS ACCOUNTED FOR BY AFFIRMATIVE ACTION OFFICERS AND FINANCIAL AID OFFICERS

	Number of Institutions In the Survey	Administrative Employment			Minorities in Selected Jobs					
		Total Employment	Minority Employment		Men		Women		Sub Total	Percent of Total Minority Employment
			Number	Percent of Total	Affirmative Action	Financial Aid	Affirmative Action	Financial Aid		
White Coeducational Colleges										
Public	574	11,013	539	4.9	49	45	25	11	130	24.1
Private	366	5,602	135	2.4	7	11	3	3	24	17.8
White Women's Colleges										
Public	2	51	0	0	-	-	-	-	-	-
Private	38	439	2	4	0	0	0	0	0	-
White Men's Colleges										
Public	7	83	1	1.2	0	1	0	0	1	100.0
Private	14	182	1	.5	0	0	0	0	0	0
Minority Colleges										
Public	16	333	291	87.1	1	10	0	1	12	4.1
Private	20	332	305	91.8	1	9	0	9	19	6.2
All Institutions	1,037	18,035	1,274	7.1	58	76	28	24	186	14.6
Public	599	11,480	831	7.6	50	56	25	12	143	17.2
Private	438	6,555	443	7.9	8	20	3	12	43	10.0

Table 9

SALARY COMPARISONS: DISTRIBUTION OF ADMINISTRATORS BY RACE AND SEX ACROSS JOBS RANKED BY SALARY QUARTILE

Public White Coeducational Institutions

Salary Quartile*	White Men	Minority Men	White Women	Minority Women
I	14.8	9.7	3.6	1.9
II	27.3	23.9	13.8	11.4
III	26.0	18.9	35.7	30.5
IV	31.9	47.5	46.8	56.2
All 52 Positions	100.0	100.0	100.0	100.0

Private White Coeducational Institutions

Salary Quartile	White Men	Minority Men	White Women	Minority Women
I	15.1	8.3	3.4	2.6
II	24.6	12.5	8.7	2.6
III	33.4	41.7	45.5	51.3
IV	26.9	37.5	42.4	43.5
All 52 Positions	100.0	100.0	100.0	100.0

*Note: Jobs are ranked according to the median salary paid to white men. The 52 jobs are grouped into four quartiles of 13 jobs each. Total employment is not evenly distributed across the quartiles because the number of individuals employed in each of the 52 jobs differs and because not every institution employs people in all 52 positions.

Table 10

SALARY COMPARISONS: SHARE OF JOBS HELD BY WOMEN AND MINORITIES FOR POSITIONS RANKED BY SALARY

A. Public White Coeducational Institutions

Quartile	Position	Positions Ranked by Median Salary for White Men	Percent of Jobs Held by:			
			White Men	Minority Men	White Women	Minority Women
I	Dean/Director, Medicine	$51,970	100.0	-	-	-
	Dean/Director, Dentistry	43,099	96.8	-	3.2	-
	Dean/Director, Law	38,200	100.0	-	-	-
	Chief Executive Officer (System)	38,175	92.7	5.6	1.7	-
	Dean/Director, Pharmacy	37,000	100.0	-	-	-
	Chief Executive Officer (President)	35,413	96.4	2.8	0.7	-
	Dean/Director, Engineering	33,420	97.4	0.9	0.9	0.9
	Chief Health Affairs Officer	33,284	88.0	1.5	9.7	0.7
	Dean/Director, Graduate Programs	32,100	89.2	3.2	7.6	-
	Executive Vice-President	32,095	96.7	2.0	1.3	-
	Dean/Director, Architecture	31,500	95.2	2.4	2.4	-
	Dean/Director, Agriculture	29,480	92.1	3.2	4.3	0.3
	Dean/Director, Social Work	31,500	71.9	12.5	15.6	-
II	Dean/Director, Education	30,790	88.6	7.4	3.5	0.4
	Dean/Director, Arts and Sciences	29,480	92.1	3.2	4.3	0.3
	Dean/Director, Home Economics	29,427	13.7	1.4	82.2	2.7
	Dean/Director, Business	29,370	95.5	1.6	2.8	-
	Chief Academic Officer	29,355	91.6	2.9	5.0	0.4
	Chief Planning Officer	27,720	98.5	-	1.5	-
	Dean/Director, Music	27,364	94.8	3.4	1.7	-
	Dean/Director, Extension	27,302	94.4	2.8	2.8	-
	Dean/Director, Fine Arts	27,300	83.6	4.3	10.3	1.7
	Staff Legal Counsel	26,858	91.7	2.1	4.1	2.1
	Chief Business Officer	26,780	94.8	2.1	2.1	-
	Chief Student Life Officer	25,843	82.9	8.5	7.8	0.7
	Chief Development Officer	24,990	96.4	2.9	0.7	-
III	Dean/Director, Technology	24,000	96.1	3.9	-	-
	Dean/Director, Nursing	23,594	8.7	0.6	86.3	4.4
	Head Librarian	23,590	69.4	1.3	27.1	2.2
	Director, Institutional Research	22,784	84.5	4.0	11.5	-
	Director, Information Systems	22,600	97.4	1.3	-	1.3
	Dean/Director, Vocational Education	22,500	93.5	4.1	1.6	0.8
	Director, Athletics	22,475	96.6	2.7	0.7	-
	Chief Budgeting Officer	22,221	89.5	2.6	7.9	-
	Chief Public Relations Officer	21,381	83.0	13.3	15.2	0.4
	Director, Computer Center	21,060	94.8	2.1	3.0	-
	Director, Community Services	21,000	83.1	7.3	7.3	2.3
	Director, Student Counseling	20,694	77.2	4.0	17.2	1.5
	Comptroller	20,654	91.4	2.2	6.1	0.3
IV	Registrar	20,479	78.7	2.0	17.8	1.5
	Director, Admissions	20,400	87.7	4.8	6.8	0.6
	Affirmative Action Officer	20,294	17.6	33.1	32.4	16.9
	Director, Personnel Services	19,933	77.4	8.0	13.9	0.6
	Director, Physical Plant	19,308	96.7	3.3	-	-
	Director, Food Services	18,850	71.4	2.6	25.3	0.6
	Director, Information Office	18,714	70.0	1.8	27.3	0.9
	Director, Student Union	18,180	83.9	5.5	10.6	-
	Director, Student Placement	18,171	81.4	3.4	13.9	1.3
	Director, Student Housing	18,060	85.2	2.0	11.7	1.0
	Director, Student Financial Aid	17,442	71.0	10.9	15.3	2.7
	Purchasing Agent	17,200	84.8	2.3	23.6	0.3
	Manager, Bookstore	15,254	62.0	2.2	35.1	0.6

Table 10

SALARY COMPARISONS: SHARE OF JOBS HELD BY WOMEN AND MINORITIES FOR POSITIONS RANKED BY SALARY

B. Private White Coeducational Institutions

Quartile	Position	Positions Ranked by Median Salary for White Men	Percent of Jobs Held by:			
			White Men	Minority Men	White Women	Minority Women
I	Dean/Director, Medicine	$52,500	100	-	-	-
	Dean/Director, Dentistry	43,400	100	-	-	-
	Dean/Director, Law	40,425	94.2	2.9	2.9	-
	Chief Executive Officer (President)	33,700	95.8	0.3	3.9	-
	Dean/Director, Pharmacy	32,250	100	-	-	-
	Chief Executive Officer (System)	31,650	100.0	-	-	-
	Dean/Director, Engineering	31,075	97.3	2.7	-	-
	Chief Health Affairs Officer	31,000	87.1	3.2	9.7	-
	Dean/Director, Architecture	28,800	100.0	-	-	-
	Executive Vice President	28,500	93.8	1.5	3.1	1.5
	Dean/Director, Social Work	28,459	84.6	-	15.4	-
	Dean/Director, Arts and Sciences	27,700	91.6	1.2	7.2	-
	Dean/Director, Business	27,200	91.6	2.8	5.6	-
II	Dean/Director, Graduate Programs	26,875	84.0	4.0	12.0	-
	Dean/Director, Home Economics	26,375	28.6	-	71.4	-
	Chief Academic Officer	25,500	95.0	1.0	4.0	-
	Staff Legal Counsel	25,100	92.3	-	7.7	-
	Dean/Director, Extension	24,064	82.8	2.9	11.4	2.9
	Director, Physical Plant	24,000	97	-	2.7	-
	Dean/Director, Business	23,000	93.0	1.0	6.0	-
	Dean/Director, Technology	23,000	100.0	-	-	-
	Director, Information Systems	22,900	89.7	-	10.3	-
	Chief Development Officer	22,500	94.5	1.0	4.5	-
	Dean/Director, Education	22,278	81.8	1.5	16.7	-
	Dean/Director, Music	21,500	94.3	-	5.7	-
	Chief Budgeting Officer	20,900	58.3	25.0	16.7	-
III	Affirmative Action Officer	20,500	31.8	31.8	22.7	13.6
	Dean/Director, Fine Arts	20,000	86.8	-	13.2	-
	Comptroller	19,143	84.2	1.5	13.8	0.5
	Dean/Director, Nursing	19,000	2.5	-	95.0	2.5
	Chief Student Life Officer	18,500	84.4	3.2	11.2	1.2
	Head Librarian	18,500	60.2	1.6	37.9	0.3
	Director, Personnel Services	18,500	58.0	3.4	35.2	3.4
	Director, Community Services	17,980	75.0	5.6	16.6	2.8
	Director, Athletics	17,600	95.4	2.9	1.7	-
	Director, Computer Center	17,600	95.9	-	4.1	-
	Director, Admissions	17,275	86.5	0.4	12.3	0.8
	Director, Student Counseling	17,185	74.5	2.9	22.6	-
	Registrar	16,850	61.1	0.4	37.1	1.4
IV	Director, Institutional Research	16,796	76.5	-	21.5	2.0
	Chief Public Relations Officer	16,600	75.2	-	24.2	0.6
	Director, Food Services	16,500	68.9	2.8	26.4	1.9
	Purchasing Agent	15,950	81.3	5.2	13.5	-
	Director, Physical Plant	15,007	97.6	2.1	0.3	-
	Director, Student Placement	15,000	59.7	3.4	34.2	2.7
	Director, Student Financial Aid	14,750	66.8	4.8	27.1	1.3
	Director, Information Office	14,500	64.8	0.8	34.0	-
	Dean/Director, Vocational Education	14,488	100.0	-	-	-
	Director, Student Housing	14,000	65.5	2.9	30.9	0.7
	Director, Student Union	13,800	69.7	-	27.3	3.0
	Manager, Bookstore	13,000	53.2	0.5	45.3	1.0

Table 11

SALARY COMPARISONS: RATIOS OF SALARIES PAID TO WOMEN AND MINORITIES WITHIN INSTITUTIONAL GROUPINGS

Salaries Paid to White Men in Each Position = 1.00

Student Body Type and General Position Categories	Number of Institutions In the Survey		Average of Ratios for 52 Positions							
			White Men		Minority Men		White Women		Minority Women	
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
White Coeducational Institutions	574	366								
Chief Executive Officers			1.00	1.00	1.04	0.92	0.83	0.98	-	0.21
Administrative Affairs Officers			1.00	1.00	0.92	0.91	0.75	0.73	0.83	0.77
Academic Affairs Officers			1.00	1.00	1.00	1.14	0.82	0.81	0.89	0.85
Student Affairs Officers			1.00	1.00	0.92	0.93	0.80	0.76	0.78	0.93
External Affairs Officers			1.00	1.00	1.11	1.17	0.76	0.82	0.87	0.86
Average for 52 Positions			1.00	1.00	1.00	1.01	0.79	0.82	0.84	0.72
Women's Colleges	2	38								
Chief Executive Officers				1.00		-		0.96		-
Administrative Affairs Officers				1.00		-		0.85		-
Academic Affairs Officers				1.00		-		0.99		-
Student Affairs Officers				NB		NB		0.81		-
External Affairs Officers				1.00		-		0.85		-
Average for 52 Positions				1.00		-		0.89		-
Men's Colleges	7	16								
Chief Executive Officers			1.00	1.00	-	-	-	-	-	-
Administrative Affairs Officers			1.00	1.00	-	-	0.50	0.76	-	-
Academic Affairs Officers			1.00	1.00	-	-	0.80	0.66	-	-
Student Affairs Officers			1.00	1.00	1.16	2.06	0.78	0.66	-	-
External Affairs Officers			1.00	1.00	-	-	-	0.71	-	-
Average for 52 Positions			1.00	1.00	1.16	2.06	0.69	0.70	-	-
Minority Institutions	16	20								
Chief Executive Officers			1.00	NB	1.05	NB	-	-	-	NB
Administrative Affairs Officers			1.00	1.00	0.93	1.17	0.98	-	0.80	0.66
Academic Affairs Officers			1.00	1.00	1.14	1.05	0.79	0.79	1.32	0.80
Student Affairs Officers			1.00	1.00	1.23	1.05	0.94	-	0.95	0.63
External Affairs Officers			1.00	1.00	0.71	0.91	-	0.79	0.81	NB
Average for 52 Positions			1.00	1.00	1.01	1.05	0.90	0.79	0.97	0.70

Note: NB=No Base Salary.

Table 12

SALARY COMPARISONS: RATIOS OF SALARIES PAID TO WOMEN AND MINORITIES ACROSS INSTITUTIONAL GROUPINGS

Salaries Paid to White Men in Each Position at White Coeducational Institutions = 1.00

Student Body Type and General Position Categories	Number of Institutions In the Survey		Average of Ratios for 52 Positions							
			White Men		Minority Men		White Women		Minority Women	
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
White Coeducational Institutions	574	366								
Chief Executive Officers			1.00	1.00	1.04	0.92	0.83	0.98	-	0.21
Administrative Affairs Officers			1.00	1.00	0.92	0.91	0.75	0.73	0.83	0.77
Academic Affairs Officers			1.00	1.00	1.00	1.14	0.82	0.81	0.89	0.85
Student Affairs Officers			1.00	1.00	0.92	0.93	0.79	0.76	0.78	0.93
External Affairs Officers			1.00	1.00	1.11	1.17	0.75	0.82	0.87	0.86
Average for 52 Positions			1.00	1.00	1.00	1.01	0.79	0.82	0.84	0.72
Women's Colleges	2	38								
Chief Executive Officers				0.97		-		0.94		-
Administrative Affairs Officers				0.88		-		0.74		-
Academic Affairs Officers				0.89		-		0.87		-
Student Affairs Officers				0.89		0.91		0.70		-
External Affairs Officers				0.88		-		0.75		-
Average for 52 Positions				0.90		0.91		0.80		-
Men's Colleges	7	14								
Chief Executive Officers			1.03	1.02	-	-	-	-	-	-
Administrative Affairs Officers			1.01	1.00	-	-	0.56	0.79	-	-
Academic Affairs Officers			0.94	1.14	-	-	0.77	0.55	-	-
Student Affairs Officers			0.85	1.05	0.86	1.27	0.67	0.77	-	-
External Affairs Officers			0.98	1.06	-	-	-	0.67	-	-
Average for 52 Positions			0.96	1.05	0.86	1.27	0.67	0.70	-	-
Minority Institutions	16	20								
Chief Executive Officers			0.85	-	0.90	0.93	-	-	-	0.91
Administrative Affairs Officers			0.90	0.84	0.83	0.89	0.74	-	0.72	0.64
Academic Affairs Officers			0.86	0.87	0.83	0.81	0.65	0.62	0.81	0.82
Student Affairs Officers			0.74	0.95	0.86	0.77	0.88	-	0.71	0.74
External Affairs Officers			1.00	0.79	0.90	0.80	-	0.83	0.75	0.69
Average for 52 Positions			0.87	0.86	0.86	0.84	0.76	0.73	0.75	0.76

Table 13

COMPARISON OF SALARIES PAID AT PUBLIC AND PRIVATE INSTITUTIONS

White Coeducational Institutions

	Average of Median Salaries		
	Public	Private	Ratio of Public to Private
White Men			
Chief Executive Officers	$35,228	$31,283	1.13
Administrative Affairs	22,251	20,221	1.10
Academic Affairs	30,779	27,152	1.13
Student Affairs	20,194	16,107	1.25
External Affairs	21,521	17,875	1.20
Minority Men			
Chief Executive Officers	$36,424	$28,316	1.29
Administrative Affairs	20,340	17,583	1.16
Academic Affairs	28,[illegible]3	29,811	0.96
Student Affairs	18,871	15,422	1.22
External Affairs	23,607	20,950	1.13
White Women			
Chief Executive Officers	$29,316	$29,925	0.98
Administrative Affairs	17,093	14,816	1.15
Academic Affairs	23,355	19,061	1.23
Student Affairs	16,024	12,287	1.30
External Affairs	16,309	14,630	1.11
Minority Women			
Chief Executive Officers	$ -	$ -	-
Administrative Affairs	17,952	13,745	1.31
Academic Affairs	24,991	16,349	1.53
Student Affairs	16,220	14,810	1.10
External Affairs	17,484	14,950	1.17

Note: - indicates data are not disclosed.

Table 14

COMPENSATION FOR POSITIONS HELD PREDOMINANTLY BY WHITE WOMEN

White Coeducational Institutions

		Median Salary							
		White Men		Minority Men		White Women		Minority Women	
	Number of Institutions	Dollars	Number	Dollars	Number	Dollars	Number	Dollars	Number
Nursing Dean									
Public Institutions	574	$23,594	(14)		(1)	$24,588	(138)	$31,041	(7)
Private Institutions	366	-	(1)		(0)	21,785	(37)		(1)
Home Economics Dean									
Public Institutions	574	29,427	(10)		(1)	26,016	(60)		(2)
Private Institutions	366		(2)		(0)	13,975	(5)		(0)

Note: - indicates data are not disclosed.

Table 15

SALARIES OF AFFIRMATIVE ACTION OFFICERS BY SEX AND RACE

	Sector	Number of Institutions In the Survey	Median Salaries: All Individuals	White Men	Minority Men	White Women	Minority Women
White Coeducational Institutions							
1.1	Public	23	$24,150 (18)	$ - (2)	$24,150 (8)	$21,900 (4)	$26,112 (4)
	Private	6	- (2)	(0)	- (1)	(0)	- (1)
1.2	Public	17	25,700 (14)	- (1)	28,000 (7)	22,000 (3)	21,946 (3)
	Private	11	22,425 (6)	23,650 (3)	- (2)	- (1)	(0)
1.3	Public	22	17,075 (17)	- (1)	21,000 (5)	17,075 (9)	- (2)
	Private	7	19,000 (6)	(0)	- (2)	22,100 (3)	- (1)
1.4	Public	10	19,700 (7)	- (2)	- (2)	16,886 (3)	(0)
	Private	8	- (1)	(0)	(0)	- (1)	(0)
2.1	Public	129	19,162 (44)	21,400 (7)	22,000 (12)	18,400 (17)	19,039 (18)
	Private	47	19,987 (4)	- (2)	- (2)	(0)	(0)
2.2	Public	34	20,030 (9)	- (1)	17,407 (4)	- (2)	- (2)
	Private	19	(0)	(0)	(0)	(0)	(0)
3.1	Public	0					
	Private	41	- (2)	- (2)	(0)	(0)	(0)
3.2	Public	13	- (1)	(0)	(0)	- (1)	(0)
	Private	157	- (1)	(0)	(0)	(0)	- (1)
4.1	Public	311	17,376 (31)	18,500 (11)	16,810 (8)	16,890 (8)	16,668 (4)
	Private	32	(0)	(0)	(0)	(0)	(0)
5	Public	15	17,500 (7)	- (1)	15,000 (3)	- (1)	- (2)
	Private	38	(0)	(0)	(0)	(0)	(0)
All White Coeducational Institutions							
	Public	574	$19,450 (148)	$ 20,294 (26)	$ 21,400 (49)	$ 18,182 (48)	$ 19,078 (25)
	Private	366	20,200 (22)	20,500 (7)	20,400 (7)	18,000 (5)	16,200 (3)
White Women's Colleges							
	Public	2	(0)	(0)	(0)	(0)	(0)
	Private	38	(0)	(0)	(0)	(0)	(0)
White Men's Colleges							
	Public	7	(0)	(0)	(0)	(0)	(0)
	Private	14	- (1)	- (1)	(0)	(0)	(0)
Minority Institutions							
	Public	16	- (2)	- (1)	- (1)	(0)	(0)
	Private	20	- (1)	(0)	(1)	(0)	(0)

Note: - indicates data are not disclosed

Appendix A

COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION
NO. 1 DUPONT CIRCLE/WASHINGTON, D.C. (202) 833-9080
1975-1976 Administrative Compensation Survey
I-INSTITUTIONAL IDENTIFICATION

Please Return Original And One Duplicate Copy By October 10, 1975

NO CARBON REQUIRED

1. Classification (check one) 1 ☐ 2 Yr. College 2 ☐ 4 Yr. College 3 ☐ University 4 ☐ Other
2. Source of Support (check one) 1 ☐ Public 2 ☐ Private
3. Total Full-time Equivalent Enrollment
4. Total Full-time Equivalent Faculty
5. Total Full-time Equivalent Nonteaching Staff
6. 1975-76 Education and General Budget $

Name of Institution
Address (Street)
City/State/Zip
Name of Respondent
Title of Respondent
Telephone Number

Pos. #	Title or Function	II-WHOLE DOLLAR VALUE OF NON-CASH COMP.					III-CASH COMP.		Soc. Sec. Yes/No Circle One		Sex Male/Female Circle One		Minority Yes/No Circle One	
		Retirement	Insurance	Housing	Tuition & Fees	Other Comp.	% Time	12 Mos. Salary						
01	Chief Executive Officer (President/Chancellor)								Y	N	M	F	Y	N
02	Chief Executive Officer Within a System (President/Chancellor)								Y	N	M	F	Y	N
03	Executive Vice President								Y	N	M	F	Y	N
04	Chief Academic Officer								Y	N	M	F	Y	N
05	Chief Planning Officer								Y	N	M	F	Y	N
06	Registrar								Y	N	M	F	Y	N
07	Director of Admissions										M	F	Y	N
08	Head Librarian								Y	N	M	F	Y	N
09	Director, Computer Center										M	F	Y	N
10	Director, Information Systems										M	F	Y	N
11	Director, Community Services										M	F	Y	N
12	Chief Business Officer								Y	N	M	F	Y	N
13	Chief Budgeting Officer										M	F	Y	N
14	Director, Institutional Research								Y	N	M	F	Y	N
15	Director, Personnel Services								Y	N	M	F	Y	N
16	Affirmative Action/Equal Employment Officer								Y	N	M	F	Y	N
17	Director, Physical Plant								Y	N	M	F	Y	N
18	Purchasing Agent										M	F	Y	N
19	Director, Food Services										M	F	Y	N
20	Comptroller								Y	N	M	F	Y	N
21	Director, Student Housing										M	F	Y	N
22	Manager, Bookstore										M	F	Y	N
23	Staff Legal Counsel										M	F	Y	N
24	Chief Development Officer								Y	N	M	F	Y	N
25	Chief Public Relations Officer								Y	N	M	F	Y	N
26	Director, Information Office										M	F	Y	N
27	Chief Health Affairs Officer								Y	N	M	F	Y	N
28	Chief Student Life Officer								Y	N	M	F	Y	N
29	Director, Student Union										M	F	Y	N
30	Director, Student Placement										M	F	Y	N
31	Director, Student Financial Aid										M	F	Y	N
32	Director, Student Counseling										M	F	Y	N
33	Director, Athletics										M	F	Y	N
34	DEANS OR DIRECTORS Architecture								Y	N	M	F	Y	N
35	Agriculture								Y	N	M	F	Y	N
36	Arts & Sciences								Y	N	M	F	Y	N
37	Business								Y	N	M	F	Y	N
38	Dentistry								Y	N	M	F	Y	N
39	Education								Y	N	M	F	Y	N
40	Engineering								Y	N	M	F	Y	N
41	Extension								Y	N	M	F	Y	N
42	Fine Arts								Y	N	M	F	Y	N
43	Graduate Programs								Y	N	M	F	Y	N
44	Home Economics								Y	N	M	F	Y	N
45	Law								Y	N	M	F	Y	N
46	Medicine								Y	N	M	F	Y	N
47	Music								Y	N	M	F	Y	N
48	Nursing								Y	N	M	F	Y	N
49	Pharmacy								Y	N	M	F	Y	N
50	Social Work								Y	N	M	F	Y	N
51	Technology								Y	N	M	F	Y	N
52	Vocational Education								Y	N	M	F	Y	N

Appendix B

1975-76 ADMINISTRATIVE COMPENSATION SURVEY

(INSTRUCTIONS FOR COMPLETION OF ADMINISTRATIVE COMPENSATION SURVEY)

The following sections describe how to complete the 1975-76 Administrative Compensation Survey.

GENERAL INSTRUCTIONS

The purpose of the survey is to determine the cash compensation for 52 administrative positions found in colleges and universities and the non-cash and total compensation for 35 of that group, including 19 academic Deans and Directors.

To assist in the identification of the position in the responding institution, a summary description of each position is included with these instructions. If a position within the questionnaire is not comparable to one at your institution, or simply does not apply, please do not complete the response categories for that particular position.

Do not report data for persons (1) who devote less than 50 percent of full-time to the survey position, or (2) whose services are wholly or partially contributed without compensation, or (3) who devote more than 50 percent of full-time to multi-campus, system headquarters duties.

Please report all figures to the nearest whole dollar and fill in all blanks, with the exception of the shaded areas.

I – INSTITUTIONAL IDENTIFICATION

Items 1 through 5 are self-explanatory. In Item 6: 1975-76 Educational and General Budget, enter the dollar value of that portion of the total institutional budget used for current educational and general operations exclusive of student aid, auxiliary enterprises, service departments, construction, and externally sponsored research and other activities. Please be sure to fill in the name and address of your institution, your name, title, and telephone number.

II – DOLLAR VALUES OF NON-CASH COMPENSATION ELEMENTS

Instructions for each column heading appear in the following sections. The basic principle of these calculations is that they should reflect the cost to the institution or to the supporting agency (such as to the state for a public institution) of providing the benefit:

(a) Position Number: refers to number of position as shown in attached Summary Position Descriptions.

(b) Title or Function: refers to title or function of position as shown in attached Summary Position Descriptions.

(c) Retirement: report the actual cost of the employer's contribution to all retirement plans other than Social Security, but including the current annual cost of special deferred compensation arrangements designed for application during retirement. Exclude the employee's contribution to a tax-sheltered annuity plan (which should be included in Section III with "12-Months Salary").

(d) Insurance: report the actual direct cost of providing insurance for the individual. Include such coverage as group life insurance, travel and accident insurance, hospital insurance, medical insurance, surgical insurance, major medical insurance, Workmen's Compensation (if provided to the incumbent of the position) and long-term disability insurance. Also include in this section any contribution through other than an insurance plan for prolonged disability income payments to the individual, providing such payments do not arise from the accumulation of unused annual sick leave or vacation benefits.

(e) Housing: report the actual cost of any individual housing benefit, or the amount of cash payment provided in lieu of free or subsidized housing. If house is institutionally owned, include such costs as loss on investment (at 5 percent), property insurance, grounds maintenance, repairs, and equipment replacement. Exclude here the cost of house servants, which should be reported under "Other Compensation."

(f) Tuition and Fees: report the in-state tuition and fees normally charged to one full-time student if such benefits normally are available to the incumbent of such a position. It is not necessary for the individual to actually be receiving this benefit to have it reported.

(g) Other Compensation: report the total actual cost to the institution or agency for all other benefits, such as:

Automobile allowance – including the estimated cost of depreciation, insurance on the automobile, loss of interest on investment (at 5 percent), or rental cost, and estimated operating costs.

Servants – at actual cost including the institutional portion of Social Security taxes and other benefits.

Club dues – actual cost of dues and initiation fees paid in the name of the incumbent.

Other additions to cash compensation at their annual institutional cost.

Do not include such items as professional memberships, travel, reimbursement of direct expenses, service club membership expenses and the like.

III – CASH COMPENSATION

(h) Percent: enter the percent of time the individual devotes to the function (do not report assignments of less than 50 percent of his time). Indicate the assignment of a single individual to more than one function through the use of footnotes.

(i) 12-Months Salary: report the 12-months equivalent cash salary of the individual. This may require conversion of 9, 10 or 11-month salaries. Report only gross salary before reduction for a tax-sheltered annuity.

SOCIAL SECURITY : indicate by circling a "Y" (Yes) or "N" (No) whether the incumbent for each title or function is covered by Old Age and Survivors Insurance.

SEX: indicate by circling an "M" (Male) or "F" (Female) the sex of the incumbent for each title or function. Although answering this item is optional (as well as the following item on minority status), we encourage your completion so that we may better provide data relevant to affirmative action planning.

MINORITY: indicate by circling a "Y" (Yes) or "N" (No) the minority status of the incumbent for each title or position. A minority is defined as follows: Black/Negro/Afro-American; American Indian; Oriental;

Mexican-American/Chicano; and Puerto-Rican-American.

DEADLINE

For further clarification on any aspect of this survey, please do not hesitate to call:

Ms. Jeannie T. Royer (202) 833-4752	(or)	Mr. Stephen Malott (202)833-9080

Please return original and one duplicate copy by October 10, 1975, in the enclosed self-addressed envelope to:

College and University Personnel Association
Suite 650
No. 1 Dupont Circle
Washington, D.C. 20036

Appendix C

1975-76 ADMINISTRATIVE COMPENSATION SURVEY

SUMMARY POSITION DESCRIPTIONS

Please review these summary position descriptions before entering compensation figures in order to ensure reasonable comparability of survey data. When the differences between the summary description and the duties actually performed in the responding institution are substantial, or simply do not apply, no data should be reported.

01. Chief Executive Officer (President/Chancellor): The principal administrative official responsible for the direction of all operations of an institution of higher education. Usually reports to a governing board.

02. Chief Executive Officer Within a System (President/Chancellor): The principal administrative official responsible for the direction of all operations of a campus or an institution of higher education. Reports to a President/Chancellor of a university-wide system.

03. Executive Vice President: The principal administrative official, in lieu of the Chief Executive Officer, responsible for the direction of all operations of an institution in higher education. Reports to the Chief Executive Officer.

04. Chief Academic Officer: The senior administrative official responsible for the direction of the academic program of the institution. Functions typically include teaching, research, extension, admissions, registrar and library activities. Reports to the Chief Executive Officer.

05. Chief Planning Officer: The senior administrative official responsible for the direction of long-range planning and the allocation of resources. Functions typically include facilities planning, budget planning, and institutional research, and may also include responsibility for current planning and budgeting, as well as state and federal relations. Reports to the Chief Executive Officer.

06. Registrar: The administrative official with principal responsibility for student admissions and records. Functions typically include undergraduate admissions, classroom scheduling, maintenance of student records and related matters.

07. Director of Admissions: The administrative official with primary responsibility for the admission of undergraduates. May also be responsible for the admission of graduate and professional students, or for scholarship admistration or similar functions.

08. Head Librarian: Directs the activities of all institutional libraries. Functions typically include selection and direction of professional staff, acquisitions, technical services, audio-visual services, special collections, and may include the direction of a school of library science.

09. Director, Computer Center: Directs the institution's major computing activities. Functions typically include computer programming, systems studies and computer operations.

10. Director, Information Systems: The senior administrative official who directs the development, implementation and maintenance of institutional management information systems. Functions typically include responsibility for developing systems requirements, systems analysis, programming applications, and coordination with user areas. May also include responsibility for direction of the administrative computer operations.

Summary Position Descriptions

11. Director, Community Services: Directs or coordinates the conduct of special (usually non-credit) educational, cultural and recreational services to the community.

12. Chief Business Officer: The senior administrative official responsible for the direction of business and financial affairs. Functions supervised typically include purchasing, physical plant management, property management, auxiliary enterprises, personnel services, investments, accounting and related matters.

13. Chief Budgeting Officer: The senior administrative officer responsible for the current budgetary operations. May also include responsibility for long-range planning unless there is a separate planning officer.

14. Director, Institutional Research: The administrative staff official responsible for the conduct of research and studies on the institution itself. Functions performed or supervised typically include data collection, analysis, reporting, and related staff work in support of decision making.

15. Director, Personnel Services: Administers institutional personnel policies and practices for faculty and staff. Functions typically include personnel records, benefits, staff employment, wage and salary administration and, where applicable, labor relations.

16. Affirmative Action/Equal Employment Officer: The senior administrative official responsible for the university-wide program designed to insure equality of opportunity on an individual basis without giving preference in opportunity to any group.

17. Director, Physical Plant: The senior administrative official responsible for the construction, rehabilitation and maintenance of physical facilities. Functions typically include supervision of new construction and remodeling, grounds and building maintenance, power plant operation, parking and campus security.

18. Purchasing Agent: Conducts central purchasing operations for the institution. Functions typically include preparation of specifications, contracting, bidding, receiving and stores, approval of invoices and related matters.

19. Director, Food Services: Administers all institutional food services whether directly managed and operated or catered.

20. Comptroller: Directs accounting, payroll, cashiering and related functions. May also have responsibility for office services, such as mail and telephone.

21. Director, Student Housing: Directs all residence hall operations for students. May also administer off-campus housing programs.

22. Manager, Bookstore: Directs the operation of the campus bookstore, usually under the direction of the Chief Business Officer. Functions typically include purchase and sale of new and used books, supplies and equipment; advertising; employment and supervision of sales staff; maintenance of sales and inventory records, and related matters.

23. Staff Legal Counsel: The principal salaried staff person responsible for advising the institution on its legal rights, obligations or privilages. May act as agent in various transactions or serve as principal contact with other legal counsel. (Do not report unless on institution's payroll.)

24. Chief Development Officer: The senior administrative official responsible for institutional development programs. Functions typically include fund-raising and, in the absence of an organizational co-equal specifically assigned to the function, public relations, alumni relations and information office activities.

25. Chief Public Relations Officer: The senior administrative official responsible for public relations programs. Functions typically include public relations, legislative relations, alumni relations and information office functions.

26. Director, Information Office: Directs the provision of information about the institution to students, faculty and the public. Functions typically include news media relations, preparation or review of news releases and photographs, and preparation and distribution of news letters, magazines and other publications.

27. Chief Health Affairs Officer: The senior administrative official with the responsibility for administration of academic health programs, hospitals, clinics, and affiliated health-care programs.

28. Chief Student Life Officer: The senior administrative official responsible for the direction of extra-curricular student life programs. Functions typically include student counseling and testing, student placement, student union, relationships with student organizations and related functions.

29. Director, Student Union: Directs the operation of a student union building and related student activities. Functions typically include supervision of food service facilities, activities programming, guest rooms, information desk, recreational facilities and arrangements for special functions or activities.

30. Director, Student Placement: Directs the operation of a student placement office to provide job placement and counseling services to undergraduates, graduates and alumni. May also be responsible for placement of students on part-time jobs within or outside the institution.

31. Director, Student Financial Aid: Directs the administration of all forms of student aid. Functions typically include assistance in the application for loans or scholarships; administration of private, state or federal loan programs; awarding of scholarships and fellowships and maintenance of appropriate records.

32. Director, Student Counseling: Directs the provision of counseling and testing services for students.

33. Director, Athletics: Directs intramural and intercollegiate athletic programs. Functions typically include scheduling and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance.

34-52 Deans or Directors: Serves as the principal administrator for the degree-credit instructional program indicated (i.e., Architecture, Agriculture, Arts & Sciences, etc.)

We solicit your questions, comments, and suggestions concerning this survey. Please do not hesitate to write or call the Co-Project Directors:

Ms. Jeannie T. Royer (202) 833-4752 (or) Mr. Stephen Malott (202) 833-9080

College and University Personnel Association
Suite 650, 1 Dupont Circle, N. W.
Washington, D. C. 20036

Appendix D

Sample Institutions As a Share of the Total Invited Institutional Sample

Student Body Type	Sector	Carnegie Code	Invited Sample	Responding Sample	Percent Response
White Coeducational	Private				
		1.1 (Research Universities I)	22	6	27.2
		1.2 (Research Universities II)	13	11	84.6
		1.3 (Doctoral-Granting Universities I)	17	7	41.1
		1.4 (Doctoral-Granting Universities II)	13	8	61.5
		2.1 (Comprehensive Universities and Colleges I)	94	47	50.0
		2.2 (Comprehensive Universities and Colleges II)	51	19	37.2
		3.1 (Liberal Arts Colleges I)	91	41	45.0
		3.2 (Liberal Arts Colleges II)	400	157	39.2
		4.1 (Two-Year Colleges and Institutions)	250	33	13.2
		5.1 (Theological Seminaries)	111	11	10.0
		5.2 (Medical Schools)	10	0	0
		5.3 (Other Separate Health)	15	5	33.3
		5.4 (Schools of Engineering)	20	4	20.0
		5.5 (Schools of Business)	25	5	20.0
		5.6 (Schools of Art	40	9	22.5
		5.7 (Schools of Law)	10	0	0
		5.8 (Teachers Colleges)	5	1	20.0
		5.9 (Other Specialized Institutions)	5	4	80.0
		TOTAL	1192	368	30.9
White Coeducational	Public				
		1.1 (Research Universities I)	31	23	74.1
		1.2 (Research Universities II)	26	17	65.3
		1.3 (Doctoral-Granting Universities I)	35	22	62.8
		1.4 (Doctoral-Granting Universities II)	18	10	55.5
		2.1 (Comprehensive Universities and Colleges I)	212	137	64.6
		2.2 (Comprehensive Universities and Colleges II)	78	34	43.5
		3.1 (Liberal Arts Colleges I)	1	0	0
		3.2 (Liberal Arts Colleges II)	35	13	37.1
		4.1 (Two-Year Colleges and Institutions)	729	313	42.9
		5.1 (Theological Seminaries)	0	0	
		5.2 (Medical Schools)	20	14	70.0
		5.3 (Other Separate Health)	5	1	20.0
		5.4 (Schools of Engineering)	7	3	42.8
		5.5 (Schools of Business)	1	0	0
		5.6 (Schools of Art)	3	0	0
		5.7 (Schools of Law)	2	0	0
		5.8 (Teachers Colleges)	2	0	0
		5.9 (Other Specialized Institutions)	15	0	0
		TOTAL	1223	587	48.1

Appendix D

Sample Institutions As a Share of the Total Invited Institutional Sample

Student Body Type	Sector	Carnegie Code	Invited Sample	Responding Sample	Percent Response
White Women	Private				
		1.1 (Research Universities I)	0	0	-
		1.2 (Research Universities II)	0	0	-
		1.3 (Doctoral-Granting Universities I)	0	0	-
		1.4 (Doctoral-Granting Universities II)	0	0	-
		2.1 (Comprehensive Universities and Colleges I)	2	0	0
		2.2 (Comprehensive Universities and Colleges II)	0	0	-
		3.1 (Liberal Arts Colleges I)	37	17	45.9
		3.2 (Loberal Arts Colleges II)	53	13	24.5
		4.1 (Two-Year Colleges and Institutions)	30	8	26.6
		5.2 (Medical Schools)	0	0	-
		5.3 (Other Separate Health)	0	0	-
		5.4 (Schools of Engineering)	0	0	-
		5.5 (Schools of Business)	0	0	-
		5.6 (Schools of Art)	3	0	0
		5.7 (Schools of Law)	0	0	-
		5.8 (Teachers Colleges)	0	0	-
		5.9 (Other Specialized Institutions)	0	0	-
		TOTAL	126	38	30.2
White Women	Public				
		1.1 (Research Universities I)	0	0	-
		1.2 (Research Universities II)	0	0	-
		1.3 (Doctoral-Granting Universities I)	0	0	-
		1.4 (Doctoral-Granting Universities II)	1	0	0
		2.1 (Comprehensive Universities and Colleges I)	1	1	100.0
		2.2 (Comprehensive Universities and Colleges II)	1	1	100.0
		3.1 (Liberal Arts Colleges I)	1	0	
		3.2 (Liberal Arts Colleges II)	0	0	-
		4.1 (Two-Year Colleges and Institutions)	0	0	-
		5.1 (Theological Seminaries)	0	0	-
		5.2 (Medical Schools)	0	0	-
		5.3 (Other Separate Health)	0	0	-
		5.4 (Schools of Engineering)	0	0	-
		5.5 (Schools of Business)	0	0	-
		5.6 (Schools of Art)	0	0	-
		5.7 (Schools of Law)	0	0	-
		5.8 (Teachers Colleges)	0	0	-
		5.9 (Other Specialized Institutions)	0	0	-
		TOTAL	4	2	50.0

Appendix D

Sample Institutions As a Share of the Total Invited Institutional Sample

Student Body Type	Sector	Carnegie Code	Invited Sample	Responding Sample	Percent Response
White Men	Private				
		1.1 (Research Universities I)	0	0	-
		1.2 (Research Universities II)	0	0	-
		1.3 (Doctoral-Granting Universities I)	1	1	100.0
		1.4 (Doctoral-Granting Universities II)	0	0	-
		2.1 (Comprehensive Universities and Colleges I)	0	0	-
		2.2 (Comprehensive Universities and Colleges II)	2	0	0
		3.1 (Liberal Arts Colleges I)	9	4	44.4
		3.2 (Liberal Arts Colleges II)	30	3	10.0
		4.1 (Two-Year Colleges and Institutions)	11	1	9.0
		5.1 (Theological Seminaries)	6	3	50.0
		5.2 (Medical Schools)	2	0	0
		5.3 (Other Separate Health)	0	0	-
		5.4 (Schools of Engineering)	1	1	100.0
		5.5 (Schools of Business)	1	1	100.0
		5.6 (Schools of Art)	0	0	-
		5.7 (Schools of Law)	0	0	-
		5.8 (Teachers Colleges)	0	0	-
		5.9 (Other Specialized Institutions)	0	0	-
		TOTAL	63	14	22.2
White Men	Public				
		1.1 (Research Universities I)	0	0	-
		1.2 (Research Universities II)	0	0	-
		1.3 (Doctoral-Granting Universities I)	0	0	-
		1.4 (Doctoral-Granting Universities II)	0	0	-
		2.1 (Comprehensive Universities and Colleges I)	1	1	100.0
		2.2 (Comprehensive Universities and Colleges II)	1	0	0
		3.1 (Liberal Arts Colleges I)	0	0	-
		3.2 (Liberal Arts Colleges II)	0	0	-
		4.1 (Two-Year Colleges and Institutions)	5	1	20.0
		5.1 (Theological Seminaries)	0	0	-
		5.2 (Medical Schools)	9	3	33.3
		5.3 (Other Separate Health)	0	0	-
		5.4 (Schools of Engineering)	2	1	50.0
		5.5 (Schools of Business)	0	0	-
		5.6 (Schools of Art)	0	0	-
		5.7 (Schools of Law)	2	1	50.0
		5.8 (Teachers Colleges)	0	0	-
		5.9 (Other Specialized Institutions)	0	0	-
		TOTAL	20	7	35.0

Appendix D

Sample Institutions As a Share of the Total Invited Institutional Sample

Student Body Type	Sector	Carnegie Code	Invited Sample	Responding Sample	Percent Response
Minority	Private				
		1.1 (Research Universities I)	0	0	-
		1.2 (Research Universities II)	0	0	-
		1.3 (Doctoral-Granting Universities I)	0	0	-
		1.4 (Doctoral-Granting Universities II)	0	0	-
		2.1 (Comprehensive Universities and Colleges I)	2	1	50.0
		2.2 (Comprehensive Universities and Colleges II)	0	0	-
		3.1 (Liberal Arts Colleges I)	0	0	-
		3.2 (Liberal Arts Colleges II)	41	15	36.5
		4.1 (Two-Year Colleges and Institutions)	17	4	23.5
		5.1 (Theological Seminaries)	0	0	-
		5.2 (Medical Schools)	0	0	-
		5.3 (Other Separate Health)	0	0	-
		5.4 (Schools of Engineering)	0	0	-
		5.5 (Schools of Business)	0	0	-
		5.6 (Schools of Art)	0	0	-
		5.7 (Schools of Law)	0	0	-
		5.8 (Teachers Colleges)	0	0	-
		5.9 (Other Specialized Institutions)	0	0	-
		TOTAL	60	20	33.3
Minority	Public				
		1.1 (Research Universities I)	0	0	-
		1.2 (Research Universities II)	0	0	-
		1.3 (Doctoral-Granting Universities I)	0	0	-
		1.4 (Doctoral-Granting Universities II)	0	0	-
		2.1 (Comprehensive Universities and Colleges I)	19	8	-
		2.2 (Comprehensive Universities and Colleges II)	10	4	40.0
		3.1 (Liberal Arts Colleges I)	0	0	-
		3.2 (Liberal Arts Colleges II)	2	0	0
		4.1 (Two-Year Colleges and Institutions)	7	4	57.1
		5.1 (Theological Seminaries)	0	0	-
		5.2 (Medical Schools)	0	0	-
		5.3 (Other Separate Health)	0	0	-
		5.4 (Schools of Engineering)	0	0	-
		5.5 (Schools of Business)	0	0	-
		5.6 (Schools of Art)	0	0	-
		5.7 (Schools of Law)	0	0	-
		5.8 (Teachers Colleges)	0	0	-
		5.9 (Other Specialized Institutions)	0	0	-
		TOTAL	38	16	42.1

Appendix D

Sample Institutions As a Share of the Total Invited Institutional Sample

Student Body Type	Sector	Carnegie Code	Invited Sample	Responding Sample	Percent Response
All	Private				
		1.1 (Research Universities I)	22	6	27.2
		1.2 (Research Universities II)	13	11	84.6
		1.3 (Doctoral-Granting Universities I)	18	8	44.4
		1.4 (Doctoral-Granting Universities II)	13	8	61.5
		2.1 (Comprehensive Universities and Colleges I)	96	48	50.0
		2.2 (Comprehensive Universities and Colleges II)	53	19	35.8
		3.1 (Liberal Arts Colleges I)	137	62	45.2
		3.2 (Liberal Arts Colleges II)	524	188	35.8
		4.1 (Two-Year Colleges and Institutions)	308	46	16.2
		5.1 (Theological Seminaries)	118	15	12.7
		5.2 (Medical Schools)	12	0	0
		5.3 (Other Separate Health)	15	5	33.3
		5.4 (Schools of Engineering)	21	5	23.8
		5.5 (Schools of Business)	26	6	23.0
		5.6 (Schools of Art)	43	9	20.9
		5.7 (Schools of Law)	10	0	0
		5.8 (Teachers Colleges)	5	1	20.0
		Institutions)	5	4	80.0
		TOTAL	1441	440	30.5
All	Public				
		1.1 (Research Universities I)	31	23	74.1
		1.2 (Research Universities II)	26	17	65.3
		1.3 (Doctoral-Granting Universities I)	35	22	62.8
		1.4 (Doctoral-Granting Universities II)	19	10	52.6
		2.1 (Comprehensive Universities and Colleges I)	233	147	63.5
		2.2 (Comprehensive Universities and Colleges II)	90	39	44.4
		3.1 (Liberal Arts Colleges I)	2	0	0
		3.2 (Liberal Arts Colleges II)	37	13	35.1
		4.1 (Two-Year Colleges and Institutions)	741	318	85.1
		5.1 (Theological Seminaries)	0	0	-
		5.2 (Medical Schools)	29	17	58.6
		5.3 (Other Separate Health)	5	1	20.0
		5.4 (Schools of Engineering)	9	4	44.4
		5.5 (Schools of Business)	1	0	0
		5.6 (Schools of Art)	3	0	0
		5.7 (Schools of Law)	4	1	25.0
		5.8 (Teachers Colleges)	2	0	0
		5.9 (Other Specialized Institutions)	15	0	0
		TOTAL	1282	612	48.9

Appendix E

Carnegie Classification of Institutions of Higher Education

This classification includes all institutions listed in the U.S. Office of Education's *Advance Report on Opening Fall Enrollment in Higher Education: Institutional Data, 1970.* When a campus of a multicampus institution is listed separately, it is included as a separate institution in our classification. In a few instances, the Office of Education includes all campuses of an institution in a single listing, and in such cases the institution is treated as a single entry in our classification. Our classification includes 2,827 institutions, compared with the Office of Education total of 2,565 for 1970. The difference is explained by the fact that, *for purposes of obtaining the total number of institutions,* we have treated each campus as an institution, whereas the Office of Education treats multicampus systems as single institutions.

Medical schools, schools of engineering, schools of business administration, and law schools are treated similarly. These institutions appear separately only if they are listed as separate institutions in *Opening Fall Enrollment.* Most of these professional schools, however, are not listed separately, and their enrollment is included in the enrollment of the parent university or university campus. This is true even in a number of instances in which the professional school is not located on the main campus of the university, but on a separate campus, for example, Johns Hopkins University School of Medicine.

The classification divides institutions into five main categories and a number of subcategories, or 18 categories in all. They are as follows:

1. Doctoral-Granting Institutions

1.1 Research Universities I The 50 leading universities in terms of federal financial support of academic science in at least two of the three academic years, 1968-69, 1969-70, and 1970-71, provided they awarded at least 50 Ph.D.'s (plus M.D.'s if a medical school was on the same campus) in 1969-70. Rockefeller University was included because of the high quality of its research and doctoral training, although it did not meet these criteria.

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1.2 Research Universities II These universities were on the list of the 100 leading institutions in terms of federal financial support in at least two out of the above three years and awarded at least 50 Ph.D.'s (plus M.D.'s if a medical school was on the same campus) in 1969-70, or they were among the leading 50 institutions in terms of the total number of Ph.D.'s (plus M.D.'s if on the same campus) awarded during the years from 1960-61 to 1969-70. In addition, a few institutions that did not quite meet these criteria, but that have graduate programs of high quality and with impressive promise for future development, have been included in 1.2.

1.3 Doctoral-Granting Universities I These institutions awarded 40 or more Ph.D.'s in 1969-70 (plus M.D.'s if on the same campus) or received at least $3 million in total federal financial support in either 1969-70 or 1970-71. No institution is included that granted fewer than 20 Ph.D.'s (plus M.D.'s if on the same campus), regardless of the amount of federal financial support it received.

1.4 Doctoral-Granting Universities II These institutions awarded at least 10 Ph.D.'s in 1969-70, with the exception of a few new doctoral-granting institutions that may be expected to increase the number of Ph.D.'s awarded within a few years.[1]

2. Comprehensive Universities and Colleges

2.1 Comprehensive Universities and Colleges I This group includes institutions that offered a liberal arts program as well as several other programs, such as engineering and business administration. Many of them offered master's degrees, but all lacked a doctoral program or had an extremely limited doctoral program. All institutions in this group had at least two professional or occupational programs and enrolled at least 2,000 students in 1970. If an institution's enrollment was smaller than this, it was not considered comprehensive.

2.2 Comprehensive Universities and Colleges II This list includes state colleges and some private colleges that offered a liberal arts program and at least one professional or occupational program such as teacher training or nursing. Many of the institutions in this group are former teachers colleges that have recently broadened their programs to include a liberal arts curriculum. Private institutions with fewer than 1,500 students and public institutions with fewer than 1,000 students

[1] In all cases the term *Ph.D.* also includes the Ed.D. and other doctor's degrees.

in 1970 are not included even though they may offer a selection of programs, because they were not regarded as comprehensive with such small enrollments. Such institutions are classified as liberal arts colleges. The enrollment differentiation between private and public institutions was made because the public state colleges are experiencing relatively rapid increases in enrollment and are likely to have at least 1,500 students within a few years even if they did not in 1970. Most of the state colleges with relatively few students were established quite recently.

3. Liberal Arts Colleges

3.1 Liberal Arts Colleges I These colleges scored 5 or above on Astin's selectivity index[2] *or* they were included among the 200 leading baccalaureate-granting institutions in terms of numbers of their graduates receiving Ph.D.'s at 40 leading doctoral-granting institutions from 1920 to 1966 (National Academy of Sciences, *Doctorate Recipients from United States Universities, 1958-1966,* 1967, Appendix B).

The distinction between a liberal arts college and a comprehensive college is not clear-cut. Some of the institutions in this group have modest occupational programs but a strong liberal arts tradition. A good example is Oberlin, which awarded 91 Mus.B. degrees out of a total of 564 bachelor's degrees in 1967, as well as 31 M.A.T. degrees out of a total of 41 master's degrees. Its enrollment in 1970 was 2,670. Or, consider two Pennsylvania institutions, Lafayette and Swarthmore. Lafayette awarded 113 B.S. degrees in engineering in 1967 out of a total of 349 bachelor's degrees and has been classified in our Comprehensive Colleges II group. Its enrollment in 1970 was 2,161. Swarthmore has an engineering program leading to a B.S. degree, but it awarded only 11 B.S. degrees out of a total of 250 bachelor's degrees in 1967 and had a 1970 enrollment of 1,164. Swarthmore has a strong liberal arts tradition and did not meet our minimum enrollment criterion for a private college to be classified as a Comprehensive College II, but our decisions in the cases of Oberlin and Lafayette had to be at least partly judgmental.

3.2 Liberal Arts Colleges II These institutions include all the liberal arts colleges that did not meet our criteria for inclusion in the first

[2] Astin's selectivity index is based on National Merit Scholarship Qualifying Test Scores for all students who took the NMSQT in 1964, classified according to the college of their first choice. From these distributions of scores, it was possible to estimate both the mean and the standard deviation of the scores of students actually entering each college by making certain adjustments in the data. For additional details, see Appendix C of Alexander W. Astin, *Predicting Academic Performance in College* (The Free Press, New York, 1971).

group of liberal arts colleges. Again, the distinction between "liberal arts" and "comprehensive" is not clear-cut for some of the larger colleges in this group and is necessarily partly a matter of judgment.

In addition, many liberal arts colleges are extensively involved in teacher training, but future teachers tend to receive their degrees in arts and sciences fields, rather than in education.

4. Two-Year Colleges and Institutes

5. Professional Schools and Other Specialized Institutions

5.1 Theological seminaries, bible colleges, and other institutions offering degrees in religion (not including colleges with religious affiliations offering a liberal arts program as well as degrees in religion).

5.2 Medical schools and medical centers As indicated in our previous discussion, this category includes only those that are listed as separate campuses in *Opening Fall Enrollment.* In some instances, the medical center includes other health professional schools, for example, dentistry, pharmacy, nursing, etc.

5.3 Other separate health professional schools

5.4 Schools of engineering and technology Technical institutes are included only if they award a bachelor's degree and if their program is limited exclusively or almost exclusively to technical fields of study.

5.5 Schools of business and management Business schools are included only if they award a bachelor's or higher degree and if their program is limited exclusively or almost exclusively to a business curriculum.

5.6 Schools of art, music, and design

5.7 Schools of law

5.8 Teachers colleges

5.9 Other specialized institutions Includes graduate centers, maritime academies, military institutes (lacking a liberal arts program), and miscellaneous.

NOTE: Extension divisions of universities and campuses offering only extension programs are not included.

Appendix E

Enrollment data are provided for 1970, the most recent year for which enrollment data by institution are available. The names of institutions are based on the list in the U.S. Office of Education report on opening fall enrollments in 1970. They may not reflect recent changes, such as changes in the names of state colleges that have become universities.

Data on enrollment and number of institutions in each category are provided in Table 1.

Student Body Type: White Coeducational
Carnegie Code: All
Sector: Public
Number of Institutions: 574

Function	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	394	35,413	380	35,413	11	39,950	3	32,984	0	-
Chief Executive Officer within a System	178	37,805	165	38,175	10	36,521	3	30,750	0	-
Executive Vice-President	152	31,860	147	32,095	3	32,800	2	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	131	27,505	129	27,720	0	-	2	-	0	-
Director, Computer Center	330	20,803	313	21,060	7	20,100	10	17,045	0	-
Director, Information Systems	78	22,375	76	22,600	1	-	0	-	1	-
Chief Business Officer	491	26,114	471	26,820	10	29,862	10	18,350	0	-
Chief Budgeting Officer	152	22,000	136	22,221	4	18,545	12	18,075	0	-
Director, Personnel Services	287	19,692	222	19,933	23	20,472	40	15,501	2	-
Affirmative Action Officer	148	19,450	26	20,294	49	21,400	48	18,182	25	19,078
Director, Physical Plant	448	19,304	433	19,308	15	18,645	0	-	0	-
Purchasing Agent	296	16,625	251	17,200	7	14,924	37	12,756	1	-
Director, Food Services	154	17,569	110	18,850	4	18,782	39	11,798	1	-
Comptroller	278	20,367	254	20,654	6	21,731	17	13,500	1	-
Manager, Bookstore	319	13,000	198	15,254	7	9,600	112	9,441	2	-
Staff Legal Counsel	48	26,334	44	26,858	1	-	2	-	1	-
Chief Health Affairs Officer	134	32,682	118	33,284	2	-	13	26,347	1	-
Academic Affairs Officers										
Chief Academic Officer	479	29,421	439	29,355	14	28,937	24	30,300	2	-
Head Librarian	509	21,650	353	23,590	7	25,570	138	18,062	11	20,500
Director, Institutional Research	226	21,650	191	22,784	9	19,950	26	16,963	0	-
Dean/Director, Architecture	42	31,500	40	31,500	1	-	1	-	0	-
Dean/Director, Agriculture	69	31,410	68	31,497	1	-	0	-	0	-
Dean/Director, Arts and Sciences	253	28,764	233	29,480	8	31,161	11	24,860	1	-
Dean/Director, Business	247	29,000	236	29,370	4	25,645	7	19,000	0	-
Dean/Director, Dentistry	31	42,950	30	43,099	0	-	1	-	0	-
Dean/Director, Education	202	30,895	179	30,790	15	31,118	7	27,492	1	-
Dean/Director, Engineering	115	33,420	112	33,420	1	-	1	-	1	-
Dean/Director, Extension	144	26,798	136	27,302	4	26,225	4	20,251	0	-
Dean/Director, Fine Arts	116	27,295	97	27,300	5	34,600	12	26,511	2	-
Dean/Director, Graduate Programs	158	32,000	141	32,100	5	33,420	12	28,089	0	-
Dean/Director, Home Economics	73	27,468	70	29,427	1	-	60	26,016	2	-
Dean/Director, Law	41	38,200	41	38,200	0	-	0	-	0	-
Dean/Director, Medicine	45	51,970	45	51,970	0	-	0	-	0	-
Dean/Director, Music	58	27,349	55	27,364	2	-	1	-	0	-
Dean/Director, Nursing	160	24,516	14	23,594	1	-	138	24,588	7	31,041
Dean/Director, Pharmacy	32	37,000	32	37,000	0	-	0	-	0	-
Dean/Director, Social Work	64	30,902	46	31,500	8	33,420	10	26,559	0	-
Dean/Director, Technology	76	23,750	73	24,000	3	22,500	0	-	0	-
Dean/Director, Vocational Education	123	22,460	115	22,500	5	23,017	2	-	1	-
Student Affairs Officers										
Registrar	455	19,740	358	20,479	9	18,500	81	13,551	7	14,653
Director, Admissions	310	20,245	272	20,400	15	18,578	21	18,704	2	-
Director, Student Housing	196	17,500	167	18,060	4	16,218	23	15,408	2	-
Chief Student Life Officer	422	25,734	350	25,843	36	26,686	33	20,120	3	27,000
Director, Student Union	254	17,731	213	18,180	14	13,631	27	15,700	0	-
Director, Student Placement	296	17,798	241	18,171	10	17,704	41	14,947	4	15,821
Director, Student Financial Aid	411	16,750	292	17,442	45	17,000	63	13,500	11	12,816
Director, Student Counseling	325	20,050	251	20,694	13	20,171	56	17,977	5	16,006
Director, Athletics	261	22,305	252	22,475	7	21,357	2	-	0	-
External Affairs Officers										
Director, Community Services	219	21,000	182	21,000	16	26,377	16	18,514	5	15,015
Chief Development Officer	139	24,981	134	24,990	4	24,957	1	-	0	-
Chief Public Relations Officer	224	20,475	186	21,381	3	19,300	34	14,700	1	-
Director, Information Office	220	17,269	154	18,714	4	23,792	60	13,834	2	-

Appendix F

Student Body Type: White Coeducational
Carnegie Code: All
Sector: Private
Number of Institutions: 366

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	333	33,000	319	33,700	1	-	13	28,000	0	-
Chief Executive Officer within a System	5	31,650	5	31,650	0	-	0	-	0	-
Executive Vice-President	65	28,500	61	28,500	1	-	2	-	1	-
Administrative Affairs Officers										
Chief Planning Officer	37	24,000	36	24,000	0	-	1	-	0	-
Director, Computer Center	147	17,000	141	17,600	0	-	6	11,500	0	-
Director, Information Systems	29	21,400	26	22,900	0	-	3	14,700	0	-
Chief Business Officer	316	22,500	294	23,000	3	21,450	19	15,000	0	-
Chief Budgeting Officer	36	18,915	28	20,900	0	-	8	13,225	0	-
Director, Personnel Services	119	16,000	69	18,500	4	13,300	42	11,550	4	15,750
Affirmative Action Officer	22	20,200	7	20,500	7	20,400	5	18,000	3	16,200
Director, Physical Plant	293	15,100	286	15,007	6	22,100	1	-	0	-
Purchasing Agent	96	14,934	78	15,950	5	16,584	13	9,200	0	-
Director, Food Services	106	15,500	73	16,500	3	8,820	28	13,390	2	-
Comptroller	203	18,143	171	19,143	3	14,000	28	12,250	1	-
Manager, Bookstore	203	10,010	108	13,000	1	-	92	7,850	2	-
Staff Legal Counsel	13	25,500	12	25,100	0	-	1	-	0	-
Chief Health Affairs Officer	31	30,400	27	31,000	1	-	3	8,870	0	-
Academic Affairs Officers										
Chief Academic Officer	281	25,000	267	25,500	2	-	12	19,004	0	-
Head Librarian	317	16,000	191	18,500	5	21,400	120	13,593	1	-
Director, Institutional Research	51	16,896	39	16,796	0	-	11	17,765	1	-
Dean/Director, Architecture	7	28,800	7	28,800	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	83	27,500	76	27,700	1	-	6	19,105	0	-
Dean/Director, Business	72	26,750	66	27,200	2	-	4	13,813	0	-
Dean/Director, Dentistry	10	43,400	10	43,400	0	-	0	-	0	-
Dean/Director, Education	66	21,955	54	22,278	1	-	11	17,600	0	-
Dean/Director, Engineering	37	30,600	36	31,075	1	-	0	-	0	-
Dean/Director, Extension	35	23,900	29	24,064	1	-	4	23,200	1	-
Dean/Director, Fine Arts	38	20,104	33	20,000	0	-	5	21,332	0	-
Dean/Director, Graduate Programs	50	26,125	42	26,875	2	-	6	23,769	0	-
Dean/Director, Home Economics	7	16,532	2	-	0	-	5	13,975	0	-
Dean/Director, Law	35	40,000	33	40,425	1	-	1	-	0	-
Dean/Director, Medicine	11	52,500	11	52,500	0	-	0	-	0	-
Dean/Director, Music	35	21,500	33	21,500	0	-	2	-	0	-
Dean/Director, Nursing	39	21,785	1	-	0	-	37	21,785	1	-
Dean/Director, Pharmacy	6	32,250	6	32,250	0	-	0	-	0	-
Dean/Director, Social Work	26	27,801	22	28,459	0	-	4	14,768	0	-
Dean/Director, Technology	5	23,000	5	23,000	0	-	0	-	0	-
Dean/Director, Vocational Education	4	14,488	4	14,488	0	-	0	-	0	-
Student Affairs Officers										
Registrar	280	14,620	171	16,850	1	-	104	11,889	4	13,123
Director, Admissions	244	16,800	211	17,275	1	-	30	13,306	2	-
Director, Student Housing	139	13,200	91	14,000	4	10,860	43	11,000	1	-
Chief Student Life Officer	250	18,487	211	18,500	8	24,241	28	16,250	3	26,000
Director, Student Union	99	13,000	69	13,800	0	-	27	10,500	3	11,000
Director, Student Placement	149	13,733	89	15,000	5	11,300	51	12,175	4	10,686
Director, Student Financial Aid	229	13,400	153	14,750	11	15,000	62	10,665	3	11,500
Director, Student Counseling	137	16,320	102	17,185	4	17,398	31	12,200	0	-
Director, Athletics	174	17,552	166	17,600	5	19,075	3	12,594	0	-
External Affairs Officers										
Director, Community Services	36	17,940	27	17,980	2	-	6	17,708	1	-
Chief Development Officer	292	22,179	276	22,500	3	24,500	13	17,760	0	-
Chief Public Relations Officer	182	15,500	137	16,600	0	-	44	12,700	1	-
Director, Information Office	122	13,545	79	14,500	1	-	42	10,351	0	-

Student Body Type: White Coeducational
Carnegie Code: 1. (Research and Doctoral-Granting Universities)
Sector: Public
Number of Institutions: 72

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	51	47,300	49	47,300	1	-	1	-	0	-
Chief Executive Officer within a System	27	44,835	25	45,150	2	-	0	-	0	-
Executive Vice-President	28	43,000	26	43,500	1	-	1	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	27	33,000	27	33,000	0	-	0	-	0	-
Director, Computer Center	62	30,450	62	30,450	0	-	0	-	0	-
Director, Information Systems	36	25,527	36	25,527	0	-	0	-	0	-
Chief Business Officer	70	36,000	70	36,000	0	-	0	-	0	-
Chief Budgeting Officer	49	25,750	46	25,675	0	-	3	27,000	0	-
Director, Personnel Services	67	23,820	56	23,510	6	27,700	5	20,172	0	-
Affirmative Action Officer	56	22,000	6	27,494	22	23,910	19	19,400	9	22,000
Director, Physical Plant	72	26,940	71	27,000	1	-	0	-	0	-
Purchasing Agent	70	20,950	67	21,000	1	-	2	-	0	-
Director, Food Services	47	21,180	38	21,900	1	-	8	18,400	0	-
Comptroller	60	26,300	57	26,200	1	-	1	-	1	-
Manager, Bookstore	55	18,590	50	18,832	0	-	5	15,588	0	-
Staff Legal Counsel	34	28,250	32	29,000	1	-	1	-	0	-
Chief Health Affairs Officer	56	37,118	53	38,000	1	-	2	-	0	-
Academic Affairs Officers										
Chief Academic Officer	62	39,392	60	39,392	0	-	2	-	0	-
Head Librarian	72	31,000	65	31,450	0	-	7	29,100	0	-
Director, Institutional Research	45	25,700	36	27,650	2	-	7	20,520	0	-
Dean/Director, Architecture	31	32,352	30	32,071	1	-	0	-	0	-
Dean/Director, Agriculture	36	34,686	36	34,686	0	-	0	-	0	-
Dean/Director, Arts and Sciences	59	36,400	58	36,320	0	-	1	-	0	-
Dean/Director, Business	65	36,000	65	36,000	0	-	0	-	0	-
Dean/Director, Dentistry	15	43,248	15	43,248	0	-	0	-	0	-
Dean/Director, Education	64	35,000	60	35,000	3	37,500	0	-	1	-
Dean/Director, Engineering	53	37,500	53	37,500	0	-	0	-	0	-
Dean/Director, Extension	47	32,050	45	32,850	1	-	1	-	0	-
Dean/Director, Fine Arts	29	33,385	27	33,000	1	-	1	-	0	-
Dean/Director, Graduate Programs	61	35,285	58	25,800	1	-	2	-	0	-
Dean/Director, Home Economics	39	30,936	5	29,800	1	-	33	30,936	0	-
Dean/Director, Law	33	38,683	33	38,683	0	-	0	-	0	-
Dean/Director, Medicine	28	53,400	28	53,400	0	-	0	-	0	-
Dean/Director, Music	28	30,757	28	30,757	0	-	0	-	0	-
Dean/Director, Nursing	38	31,762	2	-	0	-	34	31,762	2	-
Dean/Director, Pharmacy	27	37,000	27	37,000	0	-	0	-	0	-
Dean/Director, Social Work	30	33,018	24	33,018	2	-	4	29,500	0	-
Dean/Director, Technology	6	31,220	6	31,220	0	-	0	-	0	-
Dean/Director, Vocational Education	9	28,000	9	28,000	0	-	0	-	0	-
Student Affairs Officers										
Registrar	65	24,800	62	24,617	1	-	2	-	0	-
Director, Admissions	57	22,826	54	22,677	0	-	3	21,851	0	-
Director, Student Housing	65	21,850	62	22,150	0	-	3	20,812	0	-
Chief Student Life Officer	66	32,610	54	32,500	6	35,785	6	28,860	0	-
Director, Student Union	63	21,180	52	21,340	3	21,278	8	18,891	0	-
Director, Student Placement	63	19,462	56	19,565	1	-	5	20,034	1	-
Director, Student Financial Aid	66	19,618	55	20,225	7	19,248	2	-	2	-
Director, Student Counseling	59	24,050	54	24,043	0	-	5	25,811	0	-
Director, Athletics	67	31,301	67	31,301	0	-	0	-	0	-
External Affairs Officers										
Director, Community Services	25	26,682	20	25,591	3	30,200	2	-	0	-
Chief Development Officer	52	29,727	50	29,727	1	-	1	-	0	-
Chief Public Relations Officer	46	31,019	42	31,019	1	-	3	36,000	0	-
Director, Information Office	54	22,029	45	22,438	1	-	8	19,047	0	-

Appendix F

Student Body Type: White Coeducational
Carnegie Code: 1. (Research and Doctoral-Granting Universities)
Sector: Private
Number of Institutions: 32

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	28	54,998	28	54,998	0	-	0	-	0	-
Chief Executive Officer within a System	1	-	1	-	0	-	0	-	0	-
Executive Vice-President	12	44,650	11	44,300	0	-	1	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	12	33,650	12	33,650	0	-	0	-	0	-
Director, Computer Center	28	27,662	27	27,950	0	-	1	-	0	-
Director, Information Systems	14	24,250	13	24,500	0	-	1	-	0	-
Chief Business Officer	22	40,000	22	40,000	0	-	0	-	0	-
Chief Budgeting Officer	13	26,460	10	28,027	0	-	3	21,050	0	-
Director, Personnel Services	31	22,992	23	23,800	1	-	5	13,500	2	-
Affirmative Action Officer	15	20,500	3	23,650	5	20,400	5	18,000	2	-
Director, Physical Plant	31	25,000	29	25,000	2	-	0	-	0	-
Purchasing Agent	20	18,846	19	19,200	1	-	0	-	0	-
Director, Food Services	13	22,250	10	22,375	0	-	3	18,300	0	-
Comptroller	27	27,160	26	27,506	0	-	1	-	0	-
Manager, Bookstore	23	17,820	16	19,150	0	-	7	14,184	0	-
Staff Legal Counsel	9	25,500	8	26,100	0	-	1	-	0	-
Chief Health Affairs Officer	13	33,706	13	33,706	0	-	0	-	0	-
Academic Affairs Officers										
Chief Academic Officer	26	40,500	26	40,000	1	-	0	-	0	-
Head Librarian	28	28,825	22	29,500	2	-	4	25,675	0	-
Director, Institutional Research	8	22,107	7	24,500	0	-	1	-	0	-
Dean/Director, Architecture	3	31,000	3	31,000	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	23	33,000	22	31,150	1	-	0	-	0	-
Dean/Director, Business	19	37,000	19	37,000	0	-	0	-	0	-
Dean/Director, Dentistry	8	43,900	8	43,900	0	-	0	-	0	-
Dean/Director, Education	16	30,661	14	30,661	0	-	2	-	0	-
Dean/Director, Engineering	16	37,525	15	37,550	1	-	0	-	0	-
Dean/Director, Extension	9	30,000	7	30,000	1	-	1	-	0	-
Dean/Director, Fine Arts	6	35,500	6	35,500	0	-	0	-	0	-
Dean/Director, Graduate Programs	17	34,670	16	34,835	0	-	1	-	0	-
Dean/Director, Home Economics	2	-	1	-	0	-	1	-	0	-
Dean/Director, Law	17	42,000	16	42,000	1	-	0	-	0	-
Dean/Director, Medicine	9	54,500	9	54,500	0	-	0	-	0	-
Dean/Director, Music	7	22,500	6	23,000	0	-	1	-	0	-
Dean/Director, Nursing	13	28,000	0	-	0	-	13	28,000	0	-
Dean/Director, Pharmacy	2	-	2	-	0	-	0	-	0	-
Dean/Director, Social Work	12	33,750	11	34,000	0	-	1	-	0	-
Dean/Director, Technology	0	-	0	-	0	-	0	-	0	-
Dean/Director, Vocational Education	1	-	1	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	29	22,000	26	21,625	0	-	3	22,500	0	-
Director, Admissions	22	23,650	20	23,900	0	-	1	-	1	-
Director, Student Housing	25	17,796	15	17,796	1	-	8	15,695	1	-
Chief Student Life Officer	22	29,935	15	27,735	3	32,400	2	-	2	-
Director, Student Union	14	15,750	11	16,000	0	-	3	14,500	0	-
Director, Student Placement	29	16,600	22	17,493	0	-	7	15,500	0	-
Director, Student Financial Aid	24	18,250	21	18,000	1	-	1	-	1	-
Director, Student Counseling	21	20,446	18	21,200	1	-	2	-	0	-
Director, Athletics	26	25,100	24	25,100	2	-	0	-	0	-
External Affairs Officers										
Director, Community Services	6	22,500	4	23,500	0	-	2	-	0	-
Chief Development Officer	29	36,250	28	36,825	1	-	0	-	0	-
Chief Public Relations Officer	15	26,000	14	26,044	0	-	1	-	0	-
Director, Information Office	17	22,000	14	22,690	0	-	3	10,575	0	-

Student Body Type: White Coeducational
Carnegie Code: 1.1 (Research Universities I)
Sector: Public
Number of Institutions: 23

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	14	56,318	13	57,636	0	-	1	-	0	-
Chief Executive Officer within a System	12	46,033	12	46,033	0	-	0	-	0	-
Executive Vice-President	12	43,880	11	43,922	1	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	10	39,716	10	39,716	0	-	0	-	0	-
Director, Computer Center	21	33,156	21	33,156	0	-	0	-	0	-
Director, Information Systems	16	26,500	16	26,500	0	-	0	-	0	-
Chief Business Officer	23	39,375	23	39,375	0	-	0	-	0	-
Chief Budgeting Officer	16	27,270	15	27,300	0	-	1	-	0	-
Director, Personnel Services	23	27,100	17	26,700	3	34,510	3	21,000	0	-
Affirmative Action Officer	18	24,150	2	-	8	24,150	4	21,900	4	26,112
Director, Physical Plant	23	32,000	22	32,150	1	-	0	-	0	-
Purchasing Agent	23	24,324	23	24,324	0	-	0	-	0	-
Director, Food Services	16	23,750	14	24,748	0	-	2	-	0	-
Comptroller	19	28,900	18	29,450	0	-	0	-	1	-
Manager, Bookstore	18	19,847	16	20,180	0	-	2	-	0	-
Staff Legal Counsel	15	30,000	14	30,150	0	-	1	-	0	-
Chief Health Affairs Officer	20	47,000	20	47,000	0	-	0	-	0	-
Academic Affairs Officers										
Chief Academic Officer	21	45,800	20	46,150	0	-	1	-	0	-
Head Librarian	23	34,000	18	34,500	0	-	5	31,000	0	-
Director, Institutional Research	15	27,300	11	28,396	0	-	4	20,760	0	-
Dean/Director, Architecture	13	34,500	12	34,050	1	-	0	-	0	-
Dean/Director, Agriculture	14	39,857	14	39,857	0	-	0	-	0	-
Dean/Director, Arts and Sciences	17	41,951	17	41,951	0	-	0	-	0	-
Dean/Director, Business	20	39,375	20	39,375	0	-	0	-	0	-
Dean/Director, Dentistry	8	44,124	8	44,124	0	-	0	-	0	-
Dean/Director, Education	21	38,500	20	38,486	1	-	0	-	0	-
Dean/Director, Engineering	20	39,788	20	39,788	0	-	0	-	0	-
Dean/Director, Extension	17	35,000	17	35,000	0	-	0	-	0	-
Dean/Director, Fine Arts	8	32,125	8	32,125	0	-	0	-	0	-
Dean/Director, Graduate Programs	21	38,000	20	38,000	0	-	1	-	0	-
Dean/Director, Home Economics	13	34,000	2	-	0	-	11	32,150	0	-
Dean/Director, Law	14	42,250	14	42,250	0	-	0	-	0	-
Dean/Director, Medicine	16	55,000	15	55,000	0	-	0	-	0	-
Dean/Director, Music	10	32,749	10	32,749	0	-	0	-	0	-
Dean/Director, Nursing	16	33,400	0	-	0	-	16	33,400	0	-
Dean/Director, Pharmacy	14	37,213	14	37,213	0	-	0	-	0	-
Dean/Director, Social Work	15	33,500	12	33,000	2	-	1	-	0	-
Dean/Director, Technology	0	-	0	-	0	-	0	-	0	-
Dean/Director, Vocational Education	3	28,800	3	28,800	0	-	0	-	0	-
Student Affairs Officers										
Registrar	21	27,489	21	27,489	0	-	0	-	0	-
Director, Admissions	19	25,000	17	25,000	0	-	2	-	0	-
Director, Student Housing	19	23,625	17	25,300	0	-	2	-	0	-
Chief Student Life Officer	22	34,875	18	34,800	4	38,085	0	-	0	-
Director, Student Union	20	22,274	17	22,300	0	-	3	17,340	0	-
Director, Student Placement	18	21,898	14	21,898	0	-	4	21,280	0	-
Director, Student Financial Aid	20	22,377	17	23,124	2	-	1	-	0	-
Director, Student Counseling	20	25,554	17	25,500	0	-	3	25,811	0	-
Director, Athletics	22	36,000	22	36,000	0	-	0	-	0	-
External Affairs Officers										
Director, Community Services	8	28,367	6	25,931	1	-	1	-	0	-
Chief Development Officer	18	35,000	17	35,000	1	-	0	-	0	-
Chief Public Relations Officer	14	35,955	13	34,510	0	-	1	-	0	-
Director, Information Office	20	25,291	16	25,950	0	-	4	23,593	0	-

Student Body Type: White Coeducational
Carnegie Code: 1.1 (Research Universities I)
Sector: Private
Number of Institutions: 6

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	4	53,150	4	53,150	0	-	0	-	0	-
Chief Executive Officer within a System	0	-	0	-	0	-	0	-	0	-
Executive Vice-President	2	-	2	-	0	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	2	-	2	-	0	-	0	-	0	-
Director, Computer Center	5	30,500	5	30,500	0	-	0	-	0	-
Director, Information Systems	4	30,550	4	30,550	0	-	0	-	0	-
Chief Business Officer	3	43,000	3	43,000	0	-	0	-	0	-
Chief Budgeting Officer	3	31,000	2	-	0	-	1	-	0	-
Director, Personnel Services	6	28,425	5	29,100	0	-	0	-	1	-
Affirmative Action Officer	2	-	0	-	1	-	0	-	1	-
Director, Physical Plant	6	28,550	6	28,550	0	-	0	-	0	-
Purchasing Agent	5	19,500	5	19,500	0	-	0	-	0	-
Director, Food Services	2	-	2	-	0	-	0	-	0	-
Comptroller	5	29,000	5	29,000	0	-	0	-	0	-
Manager, Bookstore	5	19,500	5	19,500	0	-	0	-	0	-
Staff Legal Counsel	4	30,125	3	25,750	0	-	1	-	0	-
Chief Health Affairs Officer	2	-	2	-	0	-	0	-	0	-
Academic Affairs Officers										
Chief Academic Officer	4	47,368	4	47,368	0	-	0	-	0	-
Head Librarian	5	33,000	4	33,750	0	-	1	-	0	-
Director, Institutional Research	1	-	1	-	0	-	0	-	0	-
Dean/Director, Architecture	1	-	1	-	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	3	36,000	3	36,000	0	-	0	-	0	-
Dean/Director, Business	3	37,300	3	37,300	0	-	0	-	0	-
Dean/Director, Dentistry	3	43,800	3	43,800	0	-	0	-	0	-
Dean/Director, Education	2	-	1	-	0	-	1	-	0	-
Dean/Director, Engineering	3	42,500	3	42,500	0	-	0	-	0	-
Dean/Director, Extension	1	-	0	-	1	-	0	-	0	-
Dean/Director, Fine Arts	1	-	1	-	0	-	0	-	0	-
Dean/Director, Graduate Programs	1	-	1	-	0	-	0	-	0	-
Dean/Director, Home Economics	0	-	0	-	0	-	0	-	0	-
Dean/Director, Law	3	45,400	3	45,400	0	-	0	-	0	-
Dean/Director, Medicine	3	62,500	3	62,500	0	-	0	-	0	-
Dean/Director, Music	2	-	2	-	0	-	0	-	0	-
Dean/Director, Nursing	2	-	0	-	0	-	2	-	0	-
Dean/Director, Pharmacy	0	-	0	-	0	-	0	-	0	-
Dean/Director, Social Work	3	33,500	2	-	0	-	1	-	0	-
Dean/Director, Technology	0	-	0	-	0	-	0	-	0	-
Dean/Director, Vocational Education	1	-	1	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	5	23,400	5	23,400	0	-	0	-	0	-
Director, Admissions	3	25,000	3	25,000	0	-	0	-	0	-
Director, Student Housing	4	24,600	2	-	0	-	2	-	0	-
Chief Student Life Officer	3	32,400	1	-	1	-	1	-	0	-
Director, Student Union	3	17,200	3	17,200	0	-	0	-	0	-
Director, Student Placement	5	20,350	3	21,864	0	-	2	-	0	-
Director, Student Financial Aid	4	19,112	4	19,112	0	-	0	-	0	-
Director, Student Counseling	4	21,000	3	22,000	0	-	1	-	0	-
Director, Athletics	4	24,700	4	24,700	0	-	0	-	0	-
External Affairs Officers										
Director, Community Services	0	-	0	-	0	-	0	-	0	-
Chief Development Officer	5	37,500	5	37,500	0	-	0	-	0	-
Chief Public Relations Officer	2	-	2	-	0	-	0	-	0	-
Director, Information Office	4	23,400	4	23,400	0	-	0	-	0	-

Student Body Type: White Coeducational
Carnegie Code: 1.2 (Research Universities II)
Sector: Public
Number of Institutions: 17

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	12	47,150	12	47,150	0	-	0	-	0	-
Chief Executive Officer within a System	7	45,150	6	46,475	1	-	0	-	0	-
Executive Vice-President	7	42,500	7	42,500	0	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	8	31,349	8	31,349	0	-	0	-	0	-
Director, Computer Center	14	30,925	14	30,925	0	-	0	-	0	-
Director, Information Systems	9	22,800	9	22,800	0	-	0	-	0	-
Chief Business Officer	16	35,500	16	35,500	0	-	0	-	0	-
Chief Budgeting Officer	13	25,600	12	25,800	0	-	1	-	0	-
Director, Personnel Services	15	22,440	14	22,620	1	-	0	-	0	-
Affirmative Action Officer	14	25,700	1	-	7	28,000	3	22,000	3	21,946
Director, Physical Plant	17	28,000	17	28,000	0	-	0	-	0	-
Purchasing Agent	16	21,591	16	21,591	0	-	0	-	0	-
Director, Food Services	11	21,180	9	22,200	0	-	2	-	0	-
Comptroller	13	25,650	12	26,302	0	-	1	-	0	-
Manager, Bookstore	11	19,728	11	19,728	0	-	0	-	0	-
Staff Legal Counsel	9	25,580	8	28,290	1	-	0	-	0	-
Chief Health Affairs Officer	14	35,515	12	35,515	1	-	1	-	0	-
Academic Affairs Officers										
Chief Academic Officer	14	39,921	14	39,921	0	-	0	-	0	-
Head Librarian	17	30,260	17	30,260	0	-	0	-	0	-
Director, Institutional Research	11	25,700	8	27,120	1	-	2	-	0	-
Dean/Director, Architecture	9	32,352	9	32,352	0	-	0	-	0	-
Dean/Director, Agriculture	9	34,623	9	34,623	0	-	0	-	0	-
Dean/Director, Arts and Sciences	15	37,163	15	37,163	0	-	0	-	0	-
Dean/Director, Business	16	36,000	16	36,000	0	-	0	-	0	-
Dean/Director, Dentistry	5	42,907	5	42,907	0	-	0	-	0	-
Dean/Director, Education	15	33,500	12	34,250	2	-	0	-	1	-
Dean/Director, Engineering	15	38,000	15	38,000	0	-	0	-	0	-
Dean/Director, Extension	13	33,000	12	34,000	0	-	1	-	0	-
Dean/Director, Fine Arts	5	36,200	5	36,200	0	-	0	-	0	-
Dean/Director, Graduate Programs	14	37,450	14	37,450	0	-	0	-	0	-
Dean/Director, Home Economics	9	32,000	1	-	0	-	8	33,000	0	-
Dean/Director, Law	10	38,050	10	38,050	0	-	0	-	0	-
Dean/Director, Medicine	6	50,491	6	50,491	0	-	0	-	0	-
Dean/Director, Music	7	30,267	7	30,267	0	-	0	-	0	-
Dean/Director, Nursing	5	32,811	1	-	0	-	3	31,162	1	-
Dean/Director, Pharmacy	6	37,183	6	37,183	0	-	0	-	0	-
Dean/Director, Social Work	7	32,552	6	32,819	0	-	1	-	0	-
Dean/Director, Technology	0	-	0	-	0	-	0	-	0	-
Dean/Director, Vocational Education	1	-	1	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	15	25,000	14	24,716	1	-	0	-	0	-
Director, Admissions	14	21,794	13	21,789	0	-	1	-	0	-
Director, Student Housing	17	23,522	16	23,596	0	-	1	-	0	-
Chief Student Life Officer	16	32,750	13	32,500	1	-	2	-	0	-
Director, Student Union	15	23,159	13	24,057	1	-	1	-	0	-
Director, Student Placement	14	19,831	13	20,200	0	-	0	-	1	-
Director, Student Financial Aid	16	21,175	15	21,351	1	-	0	-	0	-
Director, Student Counseling	13	20,544	11	20,544	0	-	2	-	0	-
Director, Athletics	16	31,700	16	31,700	0	-	0	-	0	-
External Affairs Officers										
Director, Community Services	6	25,591	5	26,682	0	-	1	-	0	-
Chief Development Officer	13	29,814	13	29,814	0	-	0	-	0	-
Chief Public Relations Officer	12	30,150	11	31,000	0	-	1	-	0	-
Director, Information Office	14	21,992	14	21,992	0	-	0	-	0	-

Student Body Type: White Coeducational
Carnegie Code: 1.2 (Research Universities II)
Sector: Private
Number of Institutions: 11

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	10	60,000	10	60,000	0	-	0	-	0	-
Chief Executive Officer within a System	1	-	1	-	0	-	0	-	0	-
Executive Vice-President	5	47,500	4	46,500	0	-	1	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	6	37,500	6	37,500	0	-	0	-	0	-
Director, Computer Center	8	29,750	7	31,000	0	-	1	-	0	-
Director, Information Systems	4	20,450	3	20,700	0	-	1	-	0	-
Chief Business Officer	8	40,500	8	40,500	0	-	0	-	0	-
Chief Budgeting Officer	4	25,850	4	25,850	0	-	0	-	0	-
Director, Personnel Services	10	22,996	7	23,000	0	-	2	-	1	-
Affirmative Action Officer	6	22,425	3	23,650	2	-	1	-	0	-
Director, Physical Plant	10	25,750	8	25,750	2	-	0	-	0	-
Purchasing Agent	5	18,492	5	18,492	0	-	0	-	0	-
Director, Food Services	7	25,000	5	25,500	0	-	2	-	0	-
Comptroller	9	29,000	9	29,000	0	-	0	-	0	-
Manager, Bookstore	6	15,930	2	-	0	-	4	15,342	0	-
Staff Legal Counsel	4	23,650	4	23,650	0	-	0	-	0	-
Chief Health Affairs Officer	5	60,000	5	60,000	0	-	0	-	0	-
Academic Affairs Officers										
Chief Academic Officer	9	47,000	8	47,000	1	-	0	-	0	-
Head Librarian	10	30,000	8	30,000	1	-	1	-	0	-
Director, Institutional Research	4	22,357	3	25,000	0	-	1	-	0	-
Dean/Director, Architecture	2	-	2	-	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	7	35,520	6	35,760	1	-	0	-	0	-
Dean/Director, Business	5	37,500	5	37,500	0	-	0	-	0	-
Dean/Director, Dentistry	2	-	2	-	0	-	0	-	0	-
Dean/Director, Education	4	39,350	4	39,350	0	-	0	-	0	-
Dean/Director, Engineering	7	42,000	7	42,000	0	-	0	-	0	-
Dean/Director, Extension	4	33,000	4	33,000	0	-	0	-	0	-
Dean/Director, Fine Arts	3	37,750	3	37,750	0	-	0	-	0	-
Dean/Director, Graduate Programs	7	35,000	6	35,752	0	-	1	-	0	-
Dean/Director, Home Economics	1	-	1	-	0	-	0	-	0	-
Dean/Director, Law	6	42,000	6	42,000	0	-	0	-	0	-
Dean/Director, Medicine	4	52,250	4	52,250	0	-	0	-	0	-
Dean/Director, Music	1	-	1	-	0	-	0	-	0	-
Dean/Director, Nursing	2	-	0	-	0	-	2	-	0	-
Dean/Director, Pharmacy	0	-	0	-	0	-	0	-	0	-
Dean/Director, Social Work	4	34,125	4	34,125	0	-	0	-	0	-
Dean/Director, Technology	0	-	0	-	0	-	0	-	0	-
Dean/Director, Vocational Education	0	-	0	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	9	22,000	7	22,000	0	-	2	-	0	-
Director, Admissions	7	26,200	6	27,100	0	-	1	-	0	-
Director, Student Housing	7	19,200	5	19,200	1	-	0	-	1	-
Chief Student Life Officer	6	30,996	5	30,000	1	-	0	-	0	-
Director, Student Union	2	-	2	-	0	-	0	-	0	-
Director, Student Placement	9	16,000	6	16,500	0	-	3	15,850	0	-
Director, Student Financial Aid	8	18,800	6	20,325	1	-	1	-	0	-
Director, Student Counseling	5	21,000	5	21,000	0	-	0	-	0	-
Director, Athletics	8	25,200	8	25,200	0	-	0	-	0	-
External Affairs Officers										
Director, Community Services	3	18,492	1	-	0	-	2	-	0	-
Chief Development Officer	10	39,500	10	39,500	0	-	0	-	0	-
Chief Public Relations Officer	5	26,000	5	26,000	0	-	0	-	0	-
Director, Information Office	5	22,000	5	22,000	0	-	0	-	0	-

Student Body Type: White Coeducational
Carnegie Code: 1.3 (Doctoral-Granting Universities I)
Sector: Public
Number of Institutions: 22

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	18	42,692	18	42,692	0	-	0	-	0	-
Chief Executive Officer within a System	4	36,950	3	37,400	1	-	0	-	0	-
Executive Vice-President	7	40,800	7	40,800	0	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	6	25,000	6	25,000	0	-	0	-	0	-
Director, Computer Center	19	27,550	19	27,550	0	-	0	-	0	-
Director, Information Systems	9	25,500	9	25,500	0	-	0	-	0	-
Chief Business Officer	21	35,000	21	35,000	0	-	0	-	0	-
Chief Budgeting Officer	13	22,242	12	22,021	0	-	1	-	0	-
Director, Personnel Services	19	21,400	15	21,400	2	-	2	-	0	-
Affirmative Action Officer	17	17,075	1	-	5	21,000	9	17,075	2	-
Director, Physical Plant	22	25,500	22	25,500	0	-	0	-	0	-
Purchasing Agent	22	18,937	20	19,592	1	-	1	-	0	-
Director, Food Services	15	19,300	12	19,430	1	-	2	-	0	-
Comptroller	18	24,532	18	24,532	0	-	0	-	0	-
Manager, Bookstore	17	17,926	14	18,222	0	-	3	16,644	0	-
Staff Legal Counsel	9	26,328	9	26,328	0	-	0	-	0	-
Chief Health Affairs Officer	15	28,140	14	28,120	0	-	1	-	0	-
Academic Affairs Officers										
Chief Academic Officer	18	37,951	17	38,402	0	-	1	-	0	-
Head Librarian	22	29,542	20	30,153	0	-	2	-	0	-
Director, Institutional Research	11	29,098	11	29,098	0	-	0	-	0	-
Dean/Director, Architecture	8	27,067	8	27,067	0	-	0	-	0	-
Dean/Director, Agriculture	11	31,585	11	31,585	0	-	0	-	0	-
Dean/Director, Arts and Sciences	18	33,594	17	33,000	0	-	1	-	0	-
Dean/Director, Business	21	33,200	21	33,200	0	-	0	-	0	-
Dean/Director, Dentistry	1	-	1	-	0	-	0	-	0	-
Dean/Director, Education	19	32,436	19	32,436	0	-	0	-	0	-
Dean/Director, Engineering	15	34,300	15	34,300	0	-	0	-	0	-
Dean/Director, Extension	16	27,261	15	28,522	1	-	0	-	0	-
Dean/Director, Fine Arts	12	32,442	10	31,250	1	-	1	-	0	-
Dean/Director, Graduate Programs	17	32,000	16	32,050	1	-	0	-	0	-
Dean/Director, Home Economics	13	28,000	2	-	1	-	10	26,856	0	-
Dean/Director, Law	7	36,692	7	36,692	0	-	0	-	0	-
Dean/Director, Medicine	5	50,000	5	50,000	0	-	0	-	0	-
Dean/Director, Music	7	29,700	7	29,700	0	-	0	-	0	-
Dean/Director, Nursing	12	27,882	1	-	0	-	11	28,764	0	-
Dean/Director, Pharmacy	5	29,930	5	29,930	0	-	0	-	0	-
Dean/Director, Social Work	6	30,795	5	33,390	0	-	1	-	0	-
Dean/Director, Technology	3	31,030	3	31,030	0	-	0	-	0	-
Dean/Director, Vocational Education	4	27,746	4	27,746	0	-	0	-	0	-
Student Affairs Officers										
Registrar	20	21,047	19	21,094	0	-	1	-	0	-
Director, Admissions	18	21,790	16	21,790	0	-	0	-	0	-
Director, Student Housing	20	19,688	20	19,688	0	-	0	-	0	-
Chief Student Life Officer	19	29,568	17	29,568	1	-	1	-	0	-
Director, Student Union	19	18,500	16	18,387	1	-	2	-	0	-
Director, Student Placement	21	18,600	20	18,753	1	-	0	-	0	-
Director, Student Financial Aid	21	18,980	18	18,940	3	24,730	0	-	0	-
Director, Student Counseling	18	22,432	18	22,432	0	-	0	-	0	-
Director, Athletics	21	27,310	21	27,310	0	-	0	-	0	-
External Affairs Officers										
Director, Community Services	6	25,744	4	26,394	2	-	0	-	0	-
Chief Development Officer	14	28,290	14	28,290	0	-	0	-	0	-
Chief Public Relations Officer	13	28,000	12	27,900	0	-	1	-	0	-
Director, Information Office	12	21,010	9	21,020	1	-	2	-	0	-

Appendix F

Student Body Type: White Coeducational
Carnegie Code: 1.3 (Doctoral-Granting Universities I)
Sector: Private
Number of Institutions: 7

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	7	57,672	7	57,672	0	-	0	-	0	-
Chief Executive Officer within a System	0	-	0	-	0	-	0	-	0	-
Executive Vice-President	3	44,300	3	44,300	0	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	3	33,000	3	33,000	0	-	0	-	0	-
Director, Computer Center	7	28,000	7	28,000	0	-	0	-	0	-
Director, Information Systems	5	24,500	5	24,500	0	-	0	-	0	-
Chief Business Officer	7	41,400	7	41,400	0	-	0	-	0	-
Chief Budgeting Officer	4	25,730	3	26,460	0	-	1	-	0	-
Director, Personnel Services	7	24,000	7	24,000	0	-	0	-	0	-
Affirmative Action Officer	6	19,000	0	-	2	-	3	22,100	1	-
Director, Physical Plant	7	25,000	7	25,000	0	-	0	-	0	-
Purchasing Agent	7	19,612	7	19,612	0	-	0	-	0	-
Director, Food Services	3	22,250	3	22,250	0	-	0	-	0	-
Comptroller	6	27,500	6	27,500	0	-	0	-	0	-
Manager, Bookstore	6	19,800	5	19,700	0	-	1	-	0	-
Staff Legal Counsel	1	-	1	-	0	-	0	-	0	-
Chief Health Affairs Officer	4	32,000	4	32,000	0	-	0	-	0	-
Academic Affairs Officers										
Chief Academic Officer	7	40,000	7	40,000	0	-	0	-	0	-
Head Librarian	6	28,825	5	29,000	0	-	1	-	0	-
Director, Institutional Research	1	-	1	-	0	-	0	-	0	-
Dean/Director, Architecture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	6	32,500	6	32,500	0	-	0	-	0	-
Dean/Director, Business	7	37,500	7	37,500	0	-	0	-	0	-
Dean/Director, Dentistry	2	-	2	-	0	-	0	-	0	-
Dean/Director, Education	5	35,910	5	35,910	0	-	0	-	0	-
Dean/Director, Engineering	3	30,600	3	30,600	0	-	0	-	0	-
Dean/Director, Extension	2	-	2	-	0	-	0	-	0	-
Dean/Director, Fine Arts	0	-	0	-	0	-	0	-	0	-
Dean/Director, Graduate Programs	5	35,500	5	35,500	0	-	0	-	0	-
Dean/Director, Home Economics	0	-	0	-	0	-	0	-	0	-
Dean/Director, Law	5	41,000	5	41,000	0	-	0	-	0	-
Dean/Director, Medicine	2	-	2	-	0	-	0	-	0	-
Dean/Director, Music	0	-	0	-	0	-	0	-	0	-
Dean/Director, Nursing	4	30,825	0	-	0	-	4	30,825	0	-
Dean/Director, Pharmacy	0	-	0	-	0	-	0	-	0	-
Dean/Director, Social Work	2	-	2	-	0	-	0	-	0	-
Dean/Director, Technology	0	-	0	-	0	-	0	-	0	-
Dean/Director, Vocational Education	0	-	0	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	7	23,400	6	22,737	0	-	1	-	0	-
Director, Admissions	7	23,500	7	23,500	0	-	0	-	0	-
Director, Student Housing	7	17,300	6	17,275	0	-	1	-	0	-
Chief Student Life Officer	7	33,000	5	29,500	0	-	1	-	1	-
Director, Student Union	4	15,250	1	-	0	-	3	14,500	0	-
Director, Student Placement	7	17,375	6	17,493	0	-	1	-	0	-
Director, Student Financial Aid	5	16,900	5	16,900	0	-	0	-	0	-
Director, Student Counseling	6	21,827	5	22,155	0	-	1	-	0	-
Director, Athletics	6	26,650	6	26,650	0	-	0	-	0	-
External Affairs Officers										
Director, Community Services	3	24,500	3	24,500	0	-	0	-	0	-
Chief Development Officer	7	33,600	7	33,600	0	-	0	-	0	-
Chief Public Relations Officer	3	30,200	3	30,200	0	-	0	-	0	-
Director, Information Office	5	23,200	4	24,350	0	-	1	-	0	-

Student Body Type: White Coeducational
Carnegie Code: 1.4 (Doctoral-Granting Universities II)
Sector: Public
Number of Institutions: 10

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	7	44,800	6	45,400	1	-	0	-	0	-
Chief Executive Officer within a System	4	41,417	4	41,417	0	-	0	-	0	-
Executive Vice-President	2	-	1	-	0	-	1	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	3	27,720	3	27,720	0	-	0	-	0	-
Director, Computer Center	8	27,180	8	27,180	0	-	0	-	0	-
Director, Information Systems	2	-	2	-	0	-	0	-	0	-
Chief Business Officer	10	32,900	10	32,900	0	-	0	-	0	-
Chief Budgeting Officer	7	22,400	7	22,400	0	-	0	-	0	-
Director, Personnel Services	10	20,700	10	20,700	0	-	0	-	0	-
Affirmative Action Officer	7	19,700	2	-	2	-	3	16,886	0	-
Director, Physical Plant	10	23,898	10	23,898	0	-	0	-	0	-
Purchasing Agent	9	17,978	8	16,420	0	-	1	-	0	-
Director, Food Services	5	19,707	3	20,829	0	-	2	-	0	-
Comptroller	10	22,450	9	22,400	1	-	0	-	0	-
Manager, Bookstore	9	17,800	9	17,800	0	-	0	-	0	-
Staff Legal Counsel	1	-	1	-	0	-	0	-	0	-
Chief Health Affairs Officer	7	34,506	7	34,506	0	-	0	-	0	-
Academic Affairs Officers										
Chief Academic Officer	9	37,500	9	37,500	0	-	0	-	0	-
Head Librarian	10	29,334	10	29,334	0	-	0	-	0	-
Director, Institutional Research	8	20,302	6	20,302	1	-	1	-	0	-
Dean/Director, Architecture	1	-	1	-	0	-	0	-	0	-
Dean/Director, Agriculture	2	-	2	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	9	37,000	9	37,000	0	-	0	-	0	-
Dean/Director, Business	8	35,000	8	35,000	0	-	0	-	0	-
Dean/Director, Dentistry	1	-	1	-	0	-	0	-	0	-
Dean/Director, Education	9	35,160	9	35,160	0	-	0	-	0	-
Dean/Director, Engineering	3	32,301	3	32,301	0	-	0	-	0	-
Dean/Director, Extension	1	-	1	-	0	-	0	-	0	-
Dean/Director, Fine Arts	4	34,050	4	34,050	0	-	0	-	0	-
Dean/Director, Graduate Programs	9	32,454	8	32,769	0	-	1	-	0	-
Dean/Director, Home Economics	4	31,009	0	-	0	-	4	31,009	0	-
Dean/Director, Law	2	-	2	-	0	-	0	-	0	-
Dean/Director, Medicine	2	-	2	-	0	-	0	-	0	-
Dean/Director, Music	4	32,247	4	32,247	0	-	0	-	0	-
Dean/Director, Nursing	5	31,500	0	-	0	-	4	33,550	1	-
Dean/Director, Pharmacy	2	-	2	-	0	-	0	-	0	-
Dean/Director, Social Work	2	-	1	-	0	-	1	-	0	-
Dean/Director, Technology	3	31,410	3	31,410	0	-	0	-	0	-
Dean/Director, Vocational Education	1	-	1	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	9	25,000	8	24,900	0	-	1	-	0	-
Director, Admissions	8	21,010	8	21,010	0	-	0	-	0	-
Director, Student Housing	9	17,880	9	17,880	0	-	0	-	0	-
Chief Student Life Officer	9	29,327	6	26,936	0	-	3	33,000	0	-
Director, Student Union	9	19,322	6	19,231	1	-	2	-	0	-
Director, Student Placement	10	18,886	9	18,873	0	-	1	-	0	-
Director, Student Financial Aid	9	16,415	5	17,024	1	-	1	-	2	-
Director, Student Counseling	8	22,650	8	22,650	0	-	0	-	0	-
Director, Athletics	8	27,976	8	27,976	0	-	0	-	0	-
External Affairs Officers										
Director, Community Services	5	24,000	5	24,000	0	-	0	-	0	-
Chief Development Officer	7	23,400	6	24,150	0	-	1	-	0	-
Chief Public Relations Officer	7	29,300	6	31,250	1	-	0	-	0	-
Director, Information Office	8	19,597	6	22,198	0	-	2	-	0	-

Appendix F

Student Body Type: White Coeducational
Carnegie Code: 1.4 (Doctoral-Granting Universities II)
Sector: Private
Number of Institutions: 8

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	7	48,000	7	48,000	0	-	0	-	0	-
Chief Executive Officer within a System	0	-	0	-	0	-	0	-	0	-
Executive Vice-President	2	-	2	-	0	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	1	-	1	-	0	-	0	-	0	-
Director, Computer Center	8	19,600	8	19,600	0	-	0	-	0	-
Director, Information Systems	1	-	1	-	0	-	0	-	0	-
Chief Business Officer	4	34,625	4	34,625	0	-	0	-	0	-
Chief Budgeting Officer	2	-	1	-	0	-	1	-	0	-
Director, Personnel Services	8	14,580	4	19,213	1	-	3	13,000	0	-
Affirmative Action Officer	1	-	0	-	0	-	1	-	0	-
Director, Physical Plant	8	20,212	8	20,212	0	-	0	-	0	-
Purchasing Agent	3	17,826	2	-	1	-	0	-	0	-
Director, Food Services	1	-	0	-	0	-	1	-	0	-
Comptroller	7	22,100	6	22,282	0	-	1	-	0	-
Manager, Bookstore	6	13,046	4	14,257	0	-	2	-	0	-
Staff Legal Counsel	0	-	0	-	0	-	0	-	0	-
Chief Health Affairs Officer	2	-	2	-	0	-	0	-	0	-
Academic Affairs Officers										
Chief Academic Officer	6	37,733	6	37,733	0	-	0	-	0	-
Head Librarian	7	22,470	5	22,470	1	-	1	-	0	-
Director, Institutional Research	2	-	2	-	0	-	0	-	0	-
Dean/Director, Architecture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	7	28,840	7	28,840	0	-	0	-	0	-
Dean/Director, Business	4	26,216	4	26,216	0	-	0	-	0	-
Dean/Director, Dentistry	1	-	1	-	0	-	0	-	0	-
Dean/Director, Education	5	30,000	4	27,926	0	-	1	-	0	-
Dean/Director, Engineering	3	29,100	2	-	1	-	0	-	0	-
Dean/Director, Extension	2	-	1	-	0	-	1	-	0	-
Dean/Director, Fine Arts	2	-	2	-	0	-	0	-	0	-
Dean/Director, Graduate Programs	4	29,999	4	29,999	0	-	0	-	0	-
Dean/Director, Home Economics	1	-	0	-	0	-	1	-	0	-
Dean/Director, Law	3	39,200	2	-	1	-	0	-	0	-
Dean/Director, Medicine	0	-	0	-	0	-	0	-	0	-
Dean/Director, Music	4	22,357	3	24,424	0	-	1	-	0	-
Dean/Director, Nursing	5	24,500	0	-	0	-	5	24,500	0	-
Dean/Director, Pharmacy	2	-	2	32,793	0	-	0	-	0	-
Dean/Director, Social Work	3	17,601	3	17,601	0	-	0	-	0	-
Dean/Director, Technology	0	-	0	-	0	-	0	-	0	-
Dean/Director, Vocational Education	0	-	0	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	8	19,175	8	19,175	0	-	0	-	0	-
Director, Admissions	5	19,000	4	21,000	0	-	0	-	1	-
Director, Student Housing	7	11,650	2	-	0	-	5	11,400	0	-
Chief Student Life Officer	6	26,867	4	25,717	1	-	0	-	1	-
Director, Student Union	5	14,248	5	14,248	0	-	0	-	0	-
Director, Student Placement	8	15,001	7	16,200	0	-	1	-	0	-
Director, Student Financial Aid	7	17,510	6	17,055	0	-	0	-	1	-
Director, Student Counseling	6	16,523	5	16,250	1	-	0	-	0	-
Director, Athletics	8	22,170	6	22,170	2	-	0	-	0	-
External Affairs Officers										
Director, Community Services	0	-	0	-	0	-	0	-	0	-
Chief Development Officer	7	25,235	6	25,117	1	-	0	-	0	-
Chief Public Relations Officer	5	19,000	4	20,070	0	-	1	-	0	-
Director, Information Office	3	10,575	1	-	0	-	2	-	0	-

Appendix F

Student Body Type: White Coeducational
Carnegie Code: 2. (Comprehensive Universities and Colleges)
Sector: Public
Number of Institutions: 163

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	105	37,403	102	37,301	2	-	1	-	0	-
Chief Executive Officer within a System	57	42,700	54	42,700	2	-	1	-	0	-
Executive Vice-President	44	34,024	43	34,028	1	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	49	30,592	48	30,746	0	-	1	-	0	-
Director, Computer Center	117	21,060	111	20,772	4	25,609	2	-	0	-
Director, Information Systems	22	18,424	21	18,348	0	-	0	-	1	-
Chief Business Officer	149	28,600	143	28,500	4	31,227	2	-	0	-
Chief Budgeting Officer	64	21,035	58	21,643	2	-	4	17,203	0	-
Director, Personnel Services	111	18,450	84	18,874	7	18,486	20	15,501	0	-
Affirmative Action Officer	53	19,247	8	21,750	16	20,360	19	18,720	10	19,039
Director, Physical Plant	150	19,699	144	19,654	6	21,998	0	-	0	-
Purchasing Agent	120	15,539	107	15,736	3	13,530	10	14,890	0	-
Director, Food Services	57	17,150	44	17,569	0	-	13	11,798	0	-
Comptroller	91	20,664	85	20,666	3	23,050	3	14,652	0	-
Manager, Bookstore	105	13,330	78	14,504	2	-	25	10,968	0	-
Staff Legal Counsel	13	19,200	11	22,500	0	-	1	-	1	-
Chief Health Affairs Officer	62	31,228	55	31,456	1	-	6	27,992	0	-
Academic Affairs Officers										
Chief Academic Officer	143	33,228	129	33,228	5	30,000	8	37,456	1	-
Head Librarian	158	23,580	130	24,465	2	-	23	22,000	3	23,000
Director, Institutional Research	85	22,012	76	22,838	2	-	7	16,000	0	-
Dean/Director, Architecture	5	33,420	5	33,420	0	-	0	-	0	-
Dean/Director, Agriculture	18	27,593	17	27,726	1	-	0	-	0	-
Dean/Director, Arts and Sciences	105	30,000	96	30,060	4	32,751	4	26,603	1	-
Dean/Director, Business	98	29,730	94	30,068	3	26,000	1	-	0	-
Dean/Director, Dentistry	3	24,204	2	-	0	-	1	-	0	-
Dean/Director, Education	111	29,029	98	28,870	10	32,239	3	31,301	0	-
Dean/Director, Engineering	34	33,420	32	33,420	1	-	0	-	1	-
Dean/Director, Extension	49	26,450	46	26,409	2	-	1	-	0	-
Dean/Director, Fine Arts	49	27,984	42	27,300	3	34,894	4	28,807	0	-
Dean/Director, Graduate Programs	92	28,947	78	29,240	4	33,420	10	28,855	0	-
Dean/Director, Home Economics	23	24,300	5	29,184	0	-	17	23,800	1	-
Dean/Director, Law	6	32,325	6	32,325	0	-	0	-	0	-
Dean/Director, Medicine	6	48,750	6	48,750	0	-	0	-	0	-
Dean/Director, Music	25	23,292	24	23,076	1	-	0	-	0	-
Dean/Director, Nursing	47	25,212	1	-	0	-	44	25,106	2	-
Dean/Director, Pharmacy	2	-	2	-	0	-	0	-	0	-
Dean/Director, Social Work	21	28,763	13	29,920	6	30,960	2	-	0	-
Dean/Director, Technology	21	26,328	20	26,864	1	-	0	-	0	-
Dean/Director, Vocational Education	8	22,378	8	22,378	0	-	0	-	0	-
Student Affairs Officers										
Registrar	141	20,544	117	21,158	4	19,009	19	17,568	1	-
Director, Admissions	114	19,747	99	19,800	6	19,244	9	18,520	0	-
Director, Student Housing	105	15,591	81	16,740	4	16,218	18	14,908	2	-
Chief Student Life Officer	148	26,250	122	26,400	11	25,872	13	20,750	2	-
Director, Student Union	113	16,824	94	17,052	6	13,494	13	15,674	0	-
Director, Student Placement	122	18,000	100	18,267	3	18,645	18	14,504	1	-
Director, Student Financial Aid	147	16,743	115	17,064	12	16,522	18	13,091	2	-
Director, Student Counseling	111	19,752	91	20,376	4	17,237	15	18,219	1	-
Director, Athletics	105	22,285	99	22,300	5	21,357	1	-	0	-
External Affairs Officers										
Director, Community Services	40	21,752	34	21,752	3	20,820	2	-	1	-
Chief Development Officer	51	24,048	50	24,102	1	-	0	-	0	-
Chief Public Relations Officer	82	20,199	73	20,472	1	-	7	19,000	1	-
Director, Information Office	84	16,442	59	17,500	1	-	24	13,528	0	-

Student Body Type: White Coeducational
Carnegie Code: 2. (Comprehensive Universities and Colleges)
Sector: Private
Number of Institutions: 66

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	61	41,200	61	41,200	0	-	0	-	0	-
Chief Executive Officer within a System	0	-	0	-	0	-	0	-	0	-
Executive Vice-President	14	31,749	14	31,749	0	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	12	20,000	12	20,000	0	-	0	-	0	-
Director, Computer Center	42	19,024	42	19,024	0	-	0	-	0	-
Director, Information Systems	6	21,200	6	21,200	0	-	0	-	0	-
Chief Business Officer	59	29,280	58	29,539	0	-	1	-	0	-
Chief Budgeting Officer	9	17,300	7	18,700	0	-	2	-	0	-
Director, Personnel Services	38	14,780	22	17,575	0	-	14	11,450	2	-
Affirmative Action Officer	4	19,987	2	-	2	-	0	-	0	-
Director, Physical Plant	60	17,249	58	17,249	2	-	0	-	0	-
Purchasing Agent	32	14,225	26	14,650	2	-	4	10,405	0	-
Director, Food Services	24	15,815	19	17,490	0	-	5	12,600	1	-
Comptroller	55	19,550	49	20,000	1	-	4	16,918	0	-
Manager, Bookstore	40	13,410	27	14,000	0	-	13	9,000	0	-
Staff Legal Counsel	2	-	2	-	0	-	0	-	0	-
Chief Health Affairs Officer	7	29,100	6	33,550	0	-	1	-	0	-
Academic Affairs Officers										
Chief Academic Officer	51	30,000	50	30,000	0	-	1	-	0	-
Head Librarian	59	19,620	48	20,560	0	-	11	15,200	0	-
Director, Institutional Research	17	16,400	16	15,900	0	-	1	-	0	-
Dean/Director, Architecture	1	-	1	-	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	38	26,720	37	27,040	0	-	1	-	0	-
Dean/Director, Business	31	27,500	29	27,500	2	-	0	-	0	-
Dean/Director, Dentistry	2	-	2	-	0	-	0	-	0	-
Dean/Director, Education	24	23,150	20	23,875	1	-	3	17,250	0	-
Dean/Director, Engineering	15	29,000	15	29,000	0	-	0	-	0	-
Dean/Director, Extension	16	23,200	13	24,064	0	-	2	-	1	-
Dean/Director, Fine Arts	12	23,200	10	23,200	0	-	2	-	0	-
Dean/Director, Graduate Programs	17	25,000	14	25,125	1	-	2	-	0	-
Dean/Director, Home Economics	1	-	0	-	0	-	1	-	0	-
Dean/Director, Law	16	39,500	16	39,500	0	-	0	-	0	-
Dean/Director, Medicine	2	-	2	-	0	-	0	-	0	-
Dean/Director, Music	17	21,846	16	21,478	0	-	1	-	0	-
Dean/Director, Nursing	11	21,475	0	-	0	-	11	21,475	0	-
Dean/Director, Pharmacy	3	34,000	3	34,000	0	-	0	-	0	-
Dean/Director, Social Work	7	23,400	7	23,400	0	-	0	-	0	-
Dean/Director, Technology	3	23,000	3	23,000	0	-	0	-	0	-
Dean/Director, Vocational Education	0	-	0	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	59	16,500	43	17,040	0	-	16	13,989	0	-
Director, Admissions	53	18,000	47	18,343	0	-	6	14,720	0	-
Director, Student Housing	34	14,550	26	14,550	1	-	7	15,000	0	-
Chief Student Life Officer	50	23,500	47	23,500	0	-	3	28,000	0	-
Director, Student Union	34	13,010	23	14,000	0	-	10	11,615	1	-
Director, Student Placement	46	13,866	30	15,250	2	-	12	11,500	2	-
Director, Student Financial Aid	55	14,750	38	15,675	6	15,050	10	12,175	1	-
Director, Student Counseling	40	18,000	34	18,187	0	-	6	12,100	0	-
Director, Athletics	46	19,620	45	19,440	1	-	0	-	0	-
External Affairs Officers										
Director, Community Services	14	15,420	10	15,270	1	-	2	-	1	-
Chief Development Officer	56	26,500	55	27,000	0	-	1	-	0	-
Chief Public Relations Officer	44	17,937	39	18,200	0	-	5	16,100	0	-
Director, Information Office	28	13,720	19	15,000	0	-	9	10,000	0	-

Student Body Type: White Coeducational
Carnegie Code: 2.1 (Comprehensive Universities and Colleges I)
Sector: Public
Number of Institutions: 129

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	80	37,403	79	37,403	1	-	0	-	0	-
Chief Executive Officer within a System	49	43,600	48	43,374	1	-	0	-	0	-
Executive Vice-President	38	34,321	37	34,510	1	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	41	30,592	40	30,846	0	-	1	-	0	-
Director, Computer Center	99	21,600	94	21,251	4	25,809	1	-	0	-
Director, Information Systems	21	18,500	20	18,627	0	-	0	-	1	-
Chief Business Officer	120	29,234	116	28,900	4	31,227	0	-	0	-
Chief Budgeting Officer	54	21,466	49	21,667	2	-	3	17,500	0	-
Director, Personnel Services	94	18,500	75	19,000	3	14,227	16	15,743	0	-
Affirmative Action Officer	44	19,162	7	21,400	12	22,000	17	18,400	8	19,039
Director, Physical Plant	122	20,000	117	19,983	5	23,997	0	-	0	-
Purchasing Agent	101	16,736	91	15,800	3	13,530	7	14,960	0	-
Director, Food Services	48	17,275	37	17,940	0	-	11	11,371	0	-
Comptroller	82	21,210	77	21,30[illegible]	2	-	3	14,652	0	-
Manager, Bookstore	88	14,175	68	14,964	2	-	18	11,918	0	-
Staff Legal Counsel	11	22,500	10	23,782	0	-	1	-	0	-
Chief Health Affairs Officer	55	31,500	50	31,750	1	-	4	30,692	0	-
Academic Affairs Officers										
Chief Academic Officer	113	34,080	104	34,040	4	31,537	5	37,752	0	-
Head Librarian	128	24,526	106	25,000	2	-	17	22,000	2	-
Director, Institutional Research	65	22,012	58	22,696	2	-	5	16,000	0	-
Dean/Director, Architecture	5	33,420	5	33,420	0	-	0	-	0	-
Dean/Director, Agriculture	18	27,593	17	27,726	1	-	0	-	0	-
Dean/Director, Arts and Sciences	92	29,880	84	29,880	4	32,751	3	27,700	1	-
Dean/Director, Business	92	30,068	90	[illegible]	2	-	0	-	0	-
Dean/Director, Dentistry	3	24,204	2	-	0	-	1	-	0	-
Dean/Director, Education	96	29,254	86	29,004	8	28,891	3	31,301	0	-
Dean/Director, Engineering	34	33,420	32	33,420	1	-	0	-	1	-
Dean/Director, Extension	45	26,598	42	26,821	2	-	1	-	0	-
Dean/Director, Fine Arts	46	27,650	41	27,300	2	-	3	29,631	0	-
Dean/Director, Graduate Programs	78	28,938	68	29,240	2	-	8	28,855	0	-
Dean/Director, Home Economics	21	23,800	4	29,427	0	-	16	23,000	1	-
Dean/Director, Law	6	32,325	6	32,325	0	-	0	-	0	-
Dean/Director, Medicine	6	48,750	6	48,750	0	-	0	-	0	-
Dean/Director, Music	23	23,292	22	22,446	1	-	0	-	0	-
Dean/Director, Nursing	44	25,780	1	-	0	-	41	25,269	2	-
Dean/Director, Pharmacy	2	-	2	-	0	-	0	-	0	-
Dean/Director, Social Work	19	28,763	12	29,537	6	30,980	1	-	0	-
Dean/Director, Technology	19	26,328	18	26,864	1	-	0	-	0	-
Dean/Director, Vocational Education	6	22,160	6	22,160	0	-	0	-	0	-
Student Affairs Officers										
Registrar	112	20,568	93	21,564	3	18,374	15	14,800	1	-
Director, Admissions	97	19,600	85	19,600	5	20,115	7	18,520	0	-
Director, Student Housing	87	15,830	66	16,572	4	16,218	16	14,908	1	-
Chief Student Life Officer	117	26,500	97	27,048	7	20,200	11	21,000	2	-
Director, Student Union	91	17,052	78	17,087	3	13,000	10	15,906	0	-
Director, Student Placement	100	18,075	85	18,288	1	-	13	13,000	1	-
Director, Student Financial Aid	117	16,824	91	17,052	10	18,722	14	13,850	2	-
Director, Student Counseling	90	19,833	77	20,543	3	14,304	10	18,330	0	-
Director, Athletics	84	22,720	79	22,850	4	23,516	1	-	0	-
External Affairs Officers										
Director, Community Services	29	22,000	25	22,000	1	-	2	-	1	-
Chief Development Officer	47	24,000	46	24,024	1	-	0	-	0	-
Chief Public Relations Officer	66	20,659	58	21,222	1	-	7	19,000	0	-
Director, Information Office	72	16,548	52	17,414	1	-	19	13,500	0	-

Student Body Type: White Coeducational
Carnegie Code: 2.1 (Comprehensive Universities and Colleges I)
Sector: Private
Number of Institutions: 47

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	43	42,500	43	42,500	0	-	0	-	0	-
Chief Executive Officer within a System	0	-	0	-	0	-	0	-	0	-
Executive Vice-President	12	31,749	12	31,749	0	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	8	19,600	8	19,600	0	-	0	-	0	-
Director, Computer Center	33	20,000	33	20,000	0	-	0	-	0	-
Director, Information Systems	4	22,400	4	22,400	0	-	0	-	0	-
Chief Business Officer	43	30,107	42	30,260	0	-	1	-	0	-
Chief Budgeting Officer	7	17,300	6	18,215	0	-	1	-	0	-
Director, Personnel Services	32	14,780	18	17,575	0	-	12	12,500	2	-
Affirmative Action Officer	4	19,987	2	-	2	-	0	-	0	-
Director, Physical Plant	42	19,064	40	19,064	2	-	0	-	0	-
Purchasing Agent	27	14,800	22	15,375	2	-	3	10,100	0	-
Director, Food Services	15	17,500	13	18,000	0	-	2	-	0	-
Comptroller	40	20,290	36	20,665	0	-	3	17,836	1	-
Manager, Bookstore	27	13,920	22	14,100	0	-	5	11,244	0	-
Staff Legal Counsel	1	-	1	-	0	-	0	-	0	-
Chief Health Affairs Officer	6	27,800	5	29,100	0	-	1	-	0	-
Academic Affairs Officers										
Chief Academic Officer	36	30,700	35	30,700	0	-	1	-	0	-
Head Librarian	44	20,565	38	21,825	0	-	6	15,300	0	-
Director, Institutional Research	16	17,134	15	16,400	0	-	1	-	0	-
Dean/Director, Architecture	1	-	1	-	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	31	27,700	31	27,700	0	-	0	-	0	-
Dean/Director, Business	31	27,500	29	27,500	2	-	0	-	0	-
Dean/Director, Dentistry	2	-	2	-	0	-	0	-	0	-
Dean/Director, Education	23	23,550	19	24,200	1	-	3	17,250	0	-
Dean/Director, Engineering	15	29,000	15	29,000	0	-	0	-	0	-
Dean/Director, Extension	15	23,800	13	24,064	0	-	1	-	1	-
Dean/Director, Fine Arts	9	24,000	8	25,440	0	-	1	-	0	-
Dean/Director, Graduate Programs	16	24,850	13	25,000	1	-	2	-	0	-
Dean/Director, Home Economics	1	-	0	-	0	-	1	-	0	-
Dean/Director, Law	14	40,000	14	40,000	0	-	0	-	0	-
Dean/Director, Medicine	1	-	1	-	0	-	0	-	0	-
Dean/Director, Music	14	24,025	13	24,551	0	-	1	-	0	-
Dean/Director, Nursing	11	21,475	0	-	0	-	11	21,475	0	-
Dean/Director, Pharmacy	2	-	2	-	0	-	0	-	0	-
Dean/Director, Social Work	4	20,450	4	20,450	0	-	0	-	0	-
Dean/Director, Technology	3	23,000	3	23,000	0	-	0	-	0	-
Dean/Director, Vocational Education	0	-	0	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	43	17,282	33	17,282	0	-	10	16,396	0	-
Director, Admissions	37	18,240	32	19,207	0	-	5	15,268	0	-
Director, Student Housing	28	14,900	22	14,550	1	-	5	15,600	0	-
Chief Student Life Officer	38	24,693	36	24,657	0	-	2	-	0	-
Director, Student Union	27	13,200	19	14,410	0	-	7	11,230	1	-
Director, Student Placement	37	13,338	24	15,825	2	-	10	11,000	1	-
Director, Student Financial Aid	39	15,405	28	15,813	5	15,100	5	13,000	1	-
Director, Student Counseling	32	18,000	28	18,037	0	-	4	14,350	0	-
Director, Athletics	36	19,953	35	19,908	1	-	0	-	0	-
External Affairs Officers										
Director, Community Services	11	15,840	7	15,840	1	-	2	-	1	-
Chief Development Officer	40	27,750	39	28,000	0	-	1	-	0	-
Chief Public Relations Officer	32	18,126	27	18,788	0	-	5	16,100	0	-
Director, Information Office	18	15,350	13	15,800	0	-	5	10,000	0	-

Student Body Type: White Coeducational
Carnegie Code: 2.2 (Comprehensive Universities and Colleges II)
Sector: Public
Number of Institutions: 34

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	25	36,606	23	36,606	1	-	1	-	0	-
Chief Executive Officer within a System	8	40,444	6	37,325	1	-	1	-	0	-
Executive Vice-President	6	28,432	6	28,432	0	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	8	29,073	8	29,073	0	-	0	-	0	-
Director, Computer Center	18	18,064	17	18,039	0	-	1	-	0	-
Director, Information Systems	1	-	1	-	0	-	0	-	0	-
Chief Business Officer	29	25,370	27	25,604	0	-	2	-	0	-
Chief Budgeting Officer	10	17,073	9	17,240	0	-	1	-	0	-
Director, Personnel Services	17	16,116	9	15,961	4	19,480	4	15,315	0	-
Affirmative Action Officer	9	20,030	1	-	4	17,407	2	-	2	-
Director, Physical Plant	28	17,839	27	17,300	1	-	0	-	0	-
Purchasing Agent	19	14,913	16	14,914	0	-	3	14,820	0	-
Director, Food Services	9	14,604	7	14,604	0	-	2	-	0	-
Comptroller	9	18,712	8	18,256	1	-	0	-	0	-
Manager, Bookstore	17	10,968	10	12,920	0	-	7	9,292	0	-
Staff Legal Counsel	2	-	1	-	0	-	0	-	1	-
Chief Health Affairs Officer	7	28,245	5	29,015	0	-	2	-	0	-
Academic Affairs Officers										
Chief Academic Officer	30	29,808	25	29,355	1	-	3	37,161	1	-
Head Librarian	32	20,638	25	19,920	0	-	6	20,920	1	-
Director, Institutional Research	20	22,342	18	22,838	0	-	2	-	0	-
Dean/Director, Architecture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	13	30,893	12	31,091	0	-	1	-	0	-
Dean/Director, Business	6	25,290	4	24,258	1	-	1	-	0	-
Dean/Director, Dentistry	0	-	0	-	0	-	0	-	0	-
Dean/Director, Education	15	27,200	13	26,800	2	-	0	-	0	-
Dean/Director, Engineering	0	-	0	-	0	-	0	-	0	-
Dean/Director, Extension	4	24,033	4	24,033	0	-	0	-	0	-
Dean/Director, Fine Arts	3	27,984	1	-	1	-	1	-	0	-
Dean/Director, Graduate Programs	14	29,363	10	28,953	2	-	2	-	0	-
Dean/Director, Home Economics	2	-	1	-	0	-	1	-	0	-
Dean/Director, Law	0	-	0	-	0	-	0	-	0	-
Dean/Director, Medicine	0	-	0	-	0	-	0	-	0	-
Dean/Director, Music	2	-	2	-	0	-	0	-	0	-
Dean/Director, Nursing	3	19,409	0	-	0	-	3	19,409	0	-
Dean/Director, Pharmacy	0	-	0	-	0	-	0	-	0	-
Dean/Director, Social Work	2	-	1	-	0	-	1	-	0	-
Dean/Director, Technology	2	-	2	-	0	-	0	-	0	-
Dean/Director, Vocational Education	2	-	2	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	29	20,451	24	20,531	1	-	4	19,763	0	-
Director, Admissions	17	21,750	14	22,890	1	-	2	-	0	-
Director, Student Housing	18	15,500	15	17,007	0	-	2	-	1	-
Chief Student Life Officer	31	25,872	25	26,427	4	32,330	2	-	0	-
Director, Student Union	22	16,024	16	16,775	3	13,988	3	14,750	0	-
Director, Student Placement	22	17,705	15	18,120	2	-	5	14,947	0	-
Director, Student Financial Aid	30	15,855	24	17,342	2	-	4	11,973	0	-
Director, Student Counseling	21	19,076	14	19,737	1	-	5	15,100	1	-
Director, Athletics	21	21,222	20	21,125	1	-	0	-	0	-
External Affairs Officers										
Director, Community Services	11	18,816	9	18,816	2	-	0	-	0	-
Chief Development Officer	4	26,500	4	26,500	0	-	0	-	0	-
Chief Public Relations Officer	16	19,649	15	19,702	0	-	0	-	1	-
Director, Information Office	12	15,880	7	17,500	0	-	5	14,843	0	-

Student Body Type: White Coeducational
Carnegie Code: 2.2 (Comprehensive Universities and Colleges II)
Sector: Private
Number of Institutions: 19

Position	Total Sample Number	Total Sample Median Salary	White Men Number	White Men Median Salary	Minority Men Number	Minority Men Median Salary	White Women Number	White Women Median Salary	Minority Women Number	Minority Women Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	18	34,900	18	34,900	0	-	0	-	0	-
Chief Executive Officer within a System	0	-	0	-	0	-	0	-	0	-
Executive Vice-President	2	-	2	-	0	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	4	24,300	4	24,300	0	-	0	-	0	-
Director, Computer Center	9	13,610	9	13,610	0	-	0	-	0	-
Director, Information Systems	2	-	2	-	0	-	0	-	0	-
Chief Business Officer	16	24,750	16	24,750	0	-	0	-	0	-
Chief Budgeting Officer	2	-	1	-	0	-	1	-	0	-
Director, Personnel Services	6	14,000	4	17,069	0	-	2	-	0	-
Affirmative Action Officer	0	-	0	-	0	-	0	-	0	-
Director, Physical Plant	18	14,309	18	14,309	0	-	0	-	0	-
Purchasing Agent	5	10,710	4	10,925	0	-	1	-	0	-
Director, Food Services	9	13,300	6	14,525	0	-	3	12,600	0	-
Comptroller	15	16,404	13	17,500	1	-	1	-	0	-
Manager, Bookstore	13	9,765	5	13,500	0	-	8	7,970	0	-
Staff Legal Counsel	1	-	1	-	0	-	0	-	0	-
Chief Health Affairs Officer	1	-	1	-	0	-	0	-	0	-
Academic Affairs Officers										
Chief Academic Officer	15	26,500	15	26,500	0	-	0	-	0	-
Head Librarian	15	16,250	10	18,700	0	-	5	13,300	0	-
Director, Institutional Research	1	-	1	-	0	-	0	-	0	-
Dean/Director, Architecture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	7	23,000	6	23,500	0	-	1	-	0	-
Dean/Director, Business	0	-	0	-	0	-	0	-	0	-
Dean/Director, Dentistry	0	-	0	-	0	-	0	-	0	-
Dean/Director, Education	1	-	1	-	0	-	0	-	0	-
Dean/Director, Engineering	0	-	0	-	0	-	0	-	0	-
Dean/Director, Extension	1	-	0	-	0	-	1	-	0	-
Dean/Director, Fine Arts	3	17,567	2	-	0	-	1	-	0	-
Dean/Director, Graduate Programs	1	-	1	-	0	-	0	-	0	-
Dean/Director, Home Economics	0	-	0	-	0	-	0	-	0	-
Dean/Director, Law	2	-	2	-	0	-	0	-	0	-
Dean/Director, Medicine	1	-	1	-	0	-	0	-	0	-
Dean/Director, Music	3	17,530	3	17,530	0	-	0	-	0	-
Dean/Director, Nursing	0	-	0	-	0	-	0	-	0	-
Dean/Director, Pharmacy	1	-	1	-	0	-	0	-	0	-
Dean/Director, Social Work	3	27,306	3	27,306	0	-	0	-	0	-
Dean/Director, Technology	0	-	0	-	0	-	0	-	0	-
Dean/Director, Vocational Education	0	-	0	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	16	14,500	10	16,264	0	-	6	12,750	0	-
Director, Admissions	16	17,840	15	18,000	0	-	1	-	0	-
Director, Student Housing	6	14,000	4	14,750	0	-	2	-	0	-
Chief Student Life Officer	12	17,306	11	17,600	0	-	1	-	0	-
Director, Student Union	7	12,000	4	11,800	0	-	3	12,000	0	-
Director, Student Placement	9	14,000	6	14,825	0	-	2	-	1	-
Director, Student Financial Aid	16	12,000	10	13,863	1	-	5	11,500	0	-
Director, Student Counseling	8	16,356	6	22,141	0	-	2	-	0	-
Director, Athletics	10	16,755	10	16,755	0	-	0	-	0	-
External Affairs Officers										
Director, Community Services	3	14,700	3	14,700	0	-	0	-	0	-
Chief Development Officer	16	21,750	16	21,750	0	-	0	-	0	-
Chief Public Relations Officer	12	15,900	12	15,900	0	-	0	-	0	-
Director, Information Office	10	11,550	6	13,409	0	-	4	9,500	0	-

Student Body Type: White Coeducational
Carnegie Code: 3. (Liberal Arts Colleges)
Sector: Private
Number of Institutions: 198

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	179	30,100	168	30,900	1	-	10	27,583	0	-
Chief Executive Officer within a System	3	25,200	3	25,200	0	-	0	-	0	-
Executive Vice-President	28	23,025	27	22,550	1	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	7	23,750	6	22,375	0	-	1	-	0	-
Director, Computer Center	72	14,820	67	15,120	0	-	5	13,000	0	-
Director, Information Systems	5	13,500	4	15,400	0	-	1	-	0	-
Chief Business Officer	178	20,560	169	20,900	2	-	7	15,120	0	-
Chief Budgeting Officer	12	15,210	10	15,210	0	-	2	-	0	-
Director, Personnel Services	39	13,200	22	16,100	3	11,000	14	10,975	0	-
Affirmative Action Officer	3	18,000	2	-	0	-	0	-	1	-
Director, Physical Plant	158	13,795	156	13,795	1	-	1	-	0	-
Purchasing Agent	38	12,975	28	14,725	2	-	8	8,647	0	-
Director, Food Services	52	14,350	36	14,500	2	-	13	14,200	1	-
Comptroller	97	15,550	79	16,700	2	-	16	12,562	0	-
Manager, Bookstore	109	9,535	53	11,200	1	-	54	7,264	1	-
Staff Legal Counsel	1	-	1	-	0	-	0	-	0	-
Chief Health Affairs Officer	10	20,950	8	20,950	1	-	1	-	0	-
Academic Affairs Officers										
Chief Academic Officer	151	23,354	142	23,500	0	-	9	19,000	0	-
Head Librarian	170	15,212	99	16,550	2	-	68	13,668	1	-
Director, Institutional Research	24	15,710	16	15,710	0	-	7	13,520	1	-
Dean/Director, Architecture	1	-	1	-	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	17	17,500	14	17,700	0	-	3	17,500	0	-
Dean/Director, Business	17	15,900	15	16,000	0	-	2	-	0	-
Dean/Director, Dentistry	0	-	0	-	0	-	0	-	0	-
Dean/Director, Education	22	17,604	17	18,884	0	-	5	15,500	0	-
Dean/Director, Engineering	3	14,000	3	14,000	0	-	0	-	0	-
Dean/Director, Extension	8	18,100	7	18,200	0	-	1	-	0	-
Dean/Director, Fine Arts	15	17,700	13	17,700	0	-	2	-	0	-
Dean/Director, Graduate Programs	10	23,438	6	23,438	1	-	3	20,000	0	-
Dean/Director, Home Economics	4	13,575	1	-	0	-	3	13,176	0	-
Dean/Director, Law	1	-	0	-	0	-	1	-	0	-
Dean/Director, Medicine	0	-	0	-	0	-	0	-	0	-
Dean/Director, Music	10	17,050	10	17,050	0	-	0	-	0	-
Dean/Director, Nursing	13	19,800	1	-	0	-	11	19,800	1	-
Dean/Director, Pharmacy	0	-	0	-	0	-	0	-	0	-
Dean/Director, Social Work	7	16,036	4	24,423	0	-	3	13,500	0	-
Dean/Director, Technology	1	-	1	-	0	-	0	-	0	-
Dean/Director, Vocational Education	2	-	2	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	148	13,635	81	15,300	1	-	63	11,500	3	12,594
Director, Admissions	139	16,000	124	16,000	0	-	15	13,000	0	-
Director, Student Housing	67	12,000	46	13,000	1	-	20	9,900	0	-
Chief Student Life Officer	146	17,250	123	17,425	3	17,500	20	15,548	0	-
Director, Student Union	48	11,943	33	12,980	0	-	13	8,800	2	-
Director, Student Placement	63	12,800	34	13,900	2	-	26	11,225	1	-
Director, Student Financial Aid	123	12,800	79	13,325	4	13,240	39	10,000	1	-
Director, Student Counseling	65	14,800	43	15,000	2	-	20	11,950	0	-
Director, Athletics	84	16,287	80	16,365	1	-	3	12,594	0	-
External Affairs Officers										
Director, Community Services	14	18,800	12	19,100	1	-	1	-	0	-
Chief Development Officer	166	21,000	159	21,000	1	-	6	18,800	0	-
Chief Public Relations Officer	96	14,500	67	15,300	0	-	29	12,000	0	-
Director, Information Office	71	12,500	42	13,396	1	-	28	10,375	0	-

Student Body Type: White Coeducational
Carnegie Code: 3.1 (Liberal Arts Colleges I)
Sector: Private
Number of Institutions: 41

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	41	40,000	39	40,000	0	-	2	-	0	-
Chief Executive Officer within a System	1	-	1	-	0	-	0	-	0	-
Executive Vice-President	5	28,500	5	28,500	0	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	3	23,750	3	23,750	0	-	0	-	0	-
Director, Computer Center	24	15,875	23	16,250	0	-	1	-	0	-
Director, Information Systems	0	-	0	-	0	-	0	-	0	-
Chief Business Officer	39	28,400	37	30,000	0	-	2	-	0	-
Chief Budgeting Officer	3	21,000	3	21,000	0	-	0	-	0	-
Director, Personnel Services	16	15,235	10	16,100	1	-	5	11,600	0	-
Affirmative Action Officer	2	-	2	-	0	-	0	-	0	-
Director, Physical Plant	37	19,200	37	19,200	0	-	0	-	0	-
Purchasing Agent	11	15,900	10	15,850	1	-	0	-	0	-
Director, Food Services	13	17,000	6	18,000	1	-	6	15,850	0	-
Comptroller	26	20,350	24	20,350	0	-	2	-	0	-
Manager, Bookstore	27	11,500	16	12,875	0	-	11	10,000	0	-
Staff Legal Counsel	1	-	1	-	0	-	0	-	0	-
Chief Health Affairs Officer	6	21,166	6	21,166	0	-	0	-	0	-
Academic Affairs Officers										
Chief Academic Officer	33	29,700	31	30,000	0	-	2	-	0	-
Head Librarian	37	19,600	29	20,500	0	-	8	17,397	0	-
Director, Institutional Research	7	16,500	4	16,300	0	-	3	18,000	0	-
Dean/Director, Architecture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	2	-	1	-	0	-	1	-	0	-
Dean/Director, Business	1	-	1	-	0	-	0	-	0	-
Dean/Director, Dentistry	0	-	0	-	0	-	0	-	0	-
Dean/Director, Education	1	-	1	-	0	-	0	-	0	-
Dean/Director, Engineering	0	-	0	-	0	-	0	-	0	-
Dean/Director, Extension	1	-	1	-	0	-	0	-	0	-
Dean/Director, Fine Arts	1	-	1	-	0	-	0	-	0	-
Dean/Director, Graduate Programs	3	20,000	1	-	0	-	2	-	0	-
Dean/Director, Home Economics	0	-	0	-	0	-	0	-	0	-
Dean/Director, Law	0	-	0	-	0	-	0	-	0	-
Dean/Director, Medicine	0	-	0	-	0	-	0	-	0	-
Dean/Director, Music	4	24,750	4	24,750	0	-	0	-	0	-
Dean/Director, Nursing	0	-	0	-	0	-	0	-	0	-
Dean/Director, Pharmacy	0	-	0	-	0	-	0	-	0	-
Dean/Director, Social Work	1	-	1	-	0	-	0	-	0	-
Dean/Director, Technology	0	-	0	-	0	-	0	-	0	-
Dean/Director, Vocational Education	0	-	0	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	32	16,175	18	17,825	0	-	13	13,000	1	-
Director, Admissions	33	18,000	29	18,500	0	-	4	15,571	0	-
Director, Student Housing	21	14,200	15	14,500	0	-	6	11,650	0	-
Chief Student Life Officer	31	23,500	24	23,604	2	-	5	19,845	0	-
Director, Student Union	16	12,900	12	14,750	0	-	4	9,800	0	-
Director, Student Placement	21	14,019	13	15,000	0	-	8	12,437	0	-
Director, Student Financial Aid	26	14,187	21	15,400	0	-	5	10,620	0	-
Director, Student Counseling	17	17,100	12	17,700	1	-	4	13,925	0	-
Director, Athletics	18	19,000	17	19,500	0	-	1	-	0	-
External Affairs Officers										
Director, Community Services	0	-	0	-	0	-	0	-	0	-
Chief Development Officer	41	26,200	40	26,850	0	-	1	-	0	-
Chief Public Relations Officer	19	18,711	14	18,925	0	-	5	11,800	0	-
Director, Information Office	21	14,000	13	17,000	1	-	7	13,650	0	-

Student Body Type: White Coeducational
Carnegie Code: 3.2 (Liberal Arts Colleges II)
Sector: Public
Number of Institutions: 13

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	5	33,907	5	33,907	0	-	0	-	0	-
Chief Executive Officer within a System	7	41,951	7	41,951	0	-	0	-	0	-
Executive Vice-President	1	-	1	-	0	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	4	26,996	4	26,996	0	-	0	-	0	-
Director, Computer Center	9	18,448	9	18,448	0	-	0	-	0	-
Director, Information Systems	1	-	1	-	0	-	0	-	0	-
Chief Business Officer	12	25,800	11	26,600	1	-	0	-	0	-
Chief Budgeting Officer	3	17,843	3	17,843	0	-	0	-	0	-
Director, Personnel Services	10	15,255	4	17,084	2	-	4	11,687	0	-
Affirmative Action Officer	1	-	0	-	0	-	1	-	0	-
Director, Physical Plant	11	17,977	10	18,338	1	-	0	-	0	-
Purchasing Agent	10	14,657	6	20,472	1	-	3	10,079	0	-
Director, Food Services	2	-	2	-	0	-	0	-	0	-
Comptroller	7	17,868	7	17,868	0	-	0	-	0	-
Manager, Bookstore	5	10,021	0	-	1	-	4	9,810	0	-
Staff Legal Counsel	0	-	0	-	0	-	0	-	0	-
Chief Health Affairs Officer	2	-	1	-	0	-	1	-	0	-
Academic Affairs Officers										
Chief Academic Officer	11	31,954	10	32,477	0	-	1	-	0	-
Head Librarian	12	20,917	10	21,755	0	-	2	-	0	-
Director, Institutional Research	5	18,378	6	22,619	1	-	2	-	0	-
Dean/Director, Architecture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	5	33,420	5	33,420	0	-	0	-	0	-
Dean/Director, Business	4	30,382	4	30,382	0	-	0	-	0	-
Dean/Director, Dentistry	0	-	0	-	0	-	0	-	0	-
Dean/Director, Education	4	31,146	3	33,420	0	-	1	-	0	-
Dean/Director, Engineering	0	-	0	-	0	-	0	-	0	-
Dean/Director, Extension	3	28,872	3	28,872	0	-	0	-	0	-
Dean/Director, Fine Arts	2	-	1	-	0	-	1	-	0	-
Dean/Director, Graduate Programs	1	-	1	-	0	-	0	-	0	-
Dean/Director, Home Economics	0	-	0	-	0	-	0	-	0	-
Dean/Director, Law	0	-	0	-	0	-	0	-	0	-
Dean/Director, Medicine	0	-	0	-	0	-	0	-	0	-
Dean/Director, Music	0	-	0	-	0	-	0	-	0	-
Dean/Director, Nursing	2	-	2	-	0	-	0	-	0	-
Dean/Director, Pharmacy	0	-	0	-	0	-	0	-	0	-
Dean/Director, Social Work	2	-	2	-	0	-	0	-	0	-
Dean/Director, Technology	0	-	0	-	0	-	0	-	0	-
Dean/Director, Vocational Education	1	-	1	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	11	17,568	8	17,742	0	-	2	-	1	-
Director, Admissions	12	19,253	9	20,191	1	-	1	-	1	-
Director, Student Housing	5	14,506	5	14,506	0	-	0	-	0	-
Chief Student Life Officer	9	24,292	7	23,801	1	-	1	-	0	-
Director, Student Union	5	12,911	5	12,911	0	-	0	-	0	-
Director, Student Placement	8	15,300	6	15,300	1	-	1	-	0	-
Director, Student Financial Aid	13	15,000	7	15,000	1	-	4	14,225	1	-
Director, Student Counseling	6	18,893	4	17,640	1	-	0	-	1	-
Director, Athletics	4	16,292	4	16,292	0	-	0	-	0	-
External Affairs Officers										
Director, Community Services	2	-	2	-	0	-	0	-	0	-
Chief Development Officer	3	23,036	3	23,036	0	-	0	-	0	-
Chief Public Relations Officer	5	20,752	4	20,406	0	-	1	-	0	-
Director, Information Office	6	14,026	5	14,052	0	-	1	-	0	-

Student Body Type: White Coeducational
Carnegie Code: 3.2 (Liberal Arts Colleges II)
Sector: Private
Number of Institutions: 157

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	138	29,473	129	30,000	1	-	8	27,583	0	-
Chief Executive Officer within a System	2	-	2	-	0	-	0	-	0	-
Executive Vice-President	23	22,000	22	22,900	1	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	4	21,919	3	19,839	0	-	1	-	0	-
Director, Computer Center	48	14,000	44	14,000	0	-	4	11,500	0	-
Director, Information Systems	5	13,500	4	15,400	0	-	1	-	0	-
Chief Business Officer	139	18,878	132	19,100	2	-	5	15,120	0	-
Chief Budgeting Officer	9	14,671	7	14,671	0	-	2	-	0	-
Director, Personnel Services	23	12,600	12	15,395	2	-	9	10,000	0	-
Affirmative Action Officer	1	-	0	-	0	-	0	-	1	-
Director, Physical Plant	121	12,525	119	12,525	1	-	1	-	0	-
Purchasing Agent	27	12,250	18	13,433	1	-	8	8,647	0	-
Director, Food Services	39	13,500	30	13,625	1	-	7	12,696	1	-
Comptroller	71	14,000	56	14,500	2	-	14	11,761	0	-
Manager, Bookstore	82	8,400	37	10,950	1	-	43	7,000	1	-
Staff Legal Counsel	0	-	0	-	0	-	0	-	0	-
Chief Health Affairs Officer	4	14,435	2	-	1	-	1	-	0	-
Academic Affairs Officers										
Chief Academic Officer	118	22,000	111	22,725	0	-	7	19,000	0	-
Head Librarian	133	14,136	70	15,150	2	-	60	13,437	1	-
Director, Institutional Research	17	15,250	12	15,285	0	-	4	13,488	1	-
Dean/Director, Architecture	1	-	1	-	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	15	17,400	13	17,400	0	-	2	-	0	-
Dean/Director, Business	16	15,906	14	16,114	0	-	2	-	0	-
Dean/Director, Dentistry	0	-	0	-	0	-	0	-	0	-
Dean/Director, Education	21	17,600	16	18,342	0	-	5	15,500	0	-
Dean/Director, Engineering	3	14,000	3	14,000	0	-	0	-	0	-
Dean/Director, Extension	7	18,000	6	18,100	0	-	1	-	0	-
Dean/Director, Fine Arts	14	17,719	12	17,719	0	-	2	-	0	-
Dean/Director, Graduate Programs	7	24,255	5	23,289	1	-	1	-	0	-
Dean/Director, Home Economics	4	13,575	1	-	0	-	3	13,176	0	-
Dean/Director, Law	1	-	0	-	0	-	1	-	0	-
Dean/Director, Medicine	0	-	0	-	0	-	0	-	0	-
Dean/Director, Music	6	14,088	6	14,088	0	-	0	-	0	-
Dean/Director, Nursing	13	19,800	1	-	0	-	11	19,800	1	-
Dean/Director, Pharmacy	0	-	0	-	0	-	0	-	0	-
Dean/Director, Social Work	6	18,293	3	28,296	0	-	3	13,500	0	-
Dean/Director, Technology	1	-	1	-	0	-	0	-	0	-
Dean/Director, Vocational Education	2	-	2	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	116	13,317	63	14,500	1	-	50	11,000	2	-
Director, Admissions	106	14,817	95	15,000	0	-	11	11,700	0	-
Director, Student Housing	46	11,000	31	12,040	1	-	14	9,000	0	-
Chief Student Life Officer	115	16,500	99	16,867	1	-	15	13,500	0	-
Director, Student Union	32	11,400	21	12,400	0	-	9	8,300	2	-
Director, Student Placement	42	11,775	21	13,500	2	-	18	11,057	1	-
Director, Student Financial Aid	97	12,350	58	13,010	4	13,240	34	10,000	1	-
Director, Student Counseling	48	13,550	31	14,500	1	-	16	11,000	0	-
Director, Athletics	66	15,280	63	15,600	1	-	2	-	0	-
External Affairs Officers										
Director, Community Services	14	18,800	12	19,100	1	-	1	-	0	-
Chief Development Officer	125	19,000	119	19,000	1	-	5	20,000	0	-
Chief Public Relations Officer	77	14,200	53	14,300	0	-	24	12,700	0	-
Director, Information Office	50	11,825	29	12,700	0	-	21	10,000	0	-

Student Body Type: White Coeducational
Carnegie Code: 4.1 (Two-Year Colleges and Institutions)
Sector: Public
Number of Institutions: 311

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	228	32,498	219	32,496	8	32,432	1	-	0	-
Chief Executive Officer within a System	79	30,750	71	29,311	6	33,408	2	-	0	-
Executive Vice-President	75	27,021	73	27,021	1	-	1	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	47	23,185	46	22,692	0	-	1	-	0	-
Director, Computer Center	132	18,243	122	18,505	3	17,800	7	13,992	0	-
Director, Information Systems	17	18,500	16	19,265	1	-	0	-	0	-
Chief Business Officer	248	22,408	235	22,500	5	26,324	8	18,170	0	-
Chief Budgeting Officer	29	20,090	23	20,558	2	-	4	19,573	0	-
Director, Personnel Services	88	19,091	68	19,172	7	16,132	11	13,951	2	-
Affirmative Action Officer	31	17,376	11	18,500	8	16,810	8	16,890	4	16,668
Director, Physical Plant	202	16,192	196	16,170	7	18,084	0	-	0	-
Purchasing Agent	84	14,882	59	16,420	2	-	22	12,401	1	-
Director, Food Services	46	13,020	24	15,463	3	19,420	18	8,586	1	-
Comptroller	113	17,124	98	17,583	2	-	13	12,930	0	-
Manager, Bookstore	147	10,210	65	13,500	4	9,176	76	8,671	2	-
Staff Legal Counsel	1	-	1	-	0	-	0	-	0	-
Chief Health Affairs Officer	11	22,000	6	21,113	0	-	4	25,148	1	-
Academic Affairs Officers										
Chief Academic Officer	258	25,000	236	24,750	9	26,400	12	26,919	1	-
Head Librarian	254	18,592	139	19,797	5	21,250	102	16,838	8	18,042
Director, Institutional Research	85	20,000	71	20,410	4	19,372	10	16,803	0	-
Dean/Director, Architecture	6	18,370	5	16,560	0	-	1	-	0	-
Dean/Director, Agriculture	15	22,700	15	22,700	0	-	0	-	0	-
Dean/Director, Arts and Sciences	83	21,800	74	21,671	3	25,800	6	21,716	0	-
Dean/Director, Business	79	20,508	72	20,593	1	-	6	19,300	0	-
Dean/Director, Dentistry	3	21,000	3	21,000	0	-	0	-	0	-
Dean/Director, Education	22	20,063	17	20,126	2	-	3	15,948	0	-
Dean/Director, Engineering	27	20,529	26	20,957	0	-	1	-	0	-
Dean/Director, Extension	45	22,890	42	23,472	1	-	2	-	0	-
Dean/Director, Fine Arts	35	20,900	26	21,073	1	-	6	18,500	2	-
Dean/Director, Graduate Programs	0	-	0	-	0	-	0	-	0	-
Dean/Director, Home Economics	11	20,000	0	-	0	-	10	20,250	1	-
Dean/Director, Law	0	-	0	-	0	-	0	-	0	-
Dean/Director, Medicine	1	-	1	-	0	-	0	-	0	-
Dean/Director, Music	5	19,282	3	19,282	1	-	1	-	0	-
Dean/Director, Nursing	68	19,866	8	20,254	1	-	57	19,610	2	-
Dean/Director, Pharmacy	0	-	0	-	0	-	0	-	0	-
Dean/Director, Social Work	8	23,867	4	23,200	0	-	4	26,913	0	-
Dean/Director, Technology	48	21,046	46	21,046	2	-	0	-	0	-
Dean/Director, Vocational Education	105	22,000	97	22,000	5	23,017	2	-	1	-
Student Affairs Officers										
Registrar	227	17,500	182	18,796	4	16,500	56	12,355	5	14,184
Director, Admissions	119	19,350	102	19,571	8	18,475	8	17,971	1	-
Director, Student Housing	16	14,534	15	14,100	0	-	1	-	0	-
Chief Student Life Officer	194	23,270	162	23,964	18	23,656	13	18,710	1	-
Director, Student Union	69	15,560	58	16,301	5	13,000	6	12,216	0	-
Director, Student Placement	101	16,500	77	16,717	5	17,608	17	13,810	2	-
Director, Student Financial Aid	176	15,377	111	16,476	23	16,411	36	13,351	6	12,337
Director, Student Counseling	147	19,017	101	19,468	7	21,600	36	17,343	3	15,785
Director, Athletics	84	19,770	81	19,800	2	-	1	-	0	-
External Affairs Officers										
Director, Community Services	150	19,875	124	20,061	10	27,057	12	15,993	4	13,507
Chief Development Officer	30	21,550	28	21,444	2	-	0	-	0	-
Chief Public Relations Officer	85	16,708	62	18,225	1	-	22	13,083	0	-
Director, Information Office	70	15,080	39	16,000	2	-	27	12,666	2	-

Student Body Type: White Coeducational
Carnegie Code: 4.1 (Two-Year Colleges and Institutions)
Sector: Private
Number of Institutions: 32

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	30	20,290	28	19,683	0	-	2	-	0	-
Chief Executive Officer within a System	0	-	0	-	0	-	0	-	0	-
Executive Vice-President	5	15,000	3	15,000	0	-	1	-	1	-
Administrative Affairs Officers										
Chief Planning Officer	2	-	2	-	0	-	0	-	0	-
Director, Computer Center	1	-	1	-	0	-	0	-	0	-
Director, Information Systems	2	-	2	-	0	-	0	-	0	-
Chief Business Officer	25	13,600	18	13,952	1	-	6	10,950	0	-
Chief Budgeting Officer	2	-	1	-	0	-	1	-	0	-
Director, Personnel Services	2	-	1	-	0	-	1	-	0	-
Affirmative Action Officer	0	-	0	-	0	-	0	-	0	-
Director, Physical Plant	19	10,000	19	10,000	0	-	0	-	0	-
Purchasing Agent	1	-	1	-	0	-	0	-	0	-
Director, Food Services	11	9,960	4	12,350	1	-	6	9,304	0	-
Comptroller	10	10,062	5	14,520	0	-	5	8,000	0	-
Manager, Bookstore	12	7,204	2	-	0	-	10	6,718	0	-
Staff Legal Counsel	1	-	1	-	0	-	0	-	0	-
Chief Health Affairs Officer	1	-	0	-	0	-	1	-	0	-
Academic Affairs Officers										
Chief Academic Officer	24	15,550	22	15,550	0	-	2	-	0	-
Head Librarian	28	11,531	10	10,250	0	-	18	12,100	0	-
Director, Institutional Research	2	-	0	-	0	-	2	-	0	-
Dean/Director, Architecture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	1	-	0	-	0	-	1	-	0	-
Dean/Director, Business	1	-	0	-	0	-	1	-	0	-
Dean/Director, Dentistry	0	-	0	-	0	-	0	-	0	-
Dean/Director, Education	1	-	1	-	0	-	0	-	0	-
Dean/Director, Engineering	0	-	0	-	0	-	0	-	0	-
Dean/Director, Extension	0	-	0	-	0	-	0	-	0	-
Dean/Director, Fine Arts	0	-	0	-	0	-	0	-	0	-
Dean/Director, Graduate Programs	0	-	0	-	0	-	0	-	0	-
Dean/Director, Home Economics	0	-	0	-	0	-	0	-	0	-
Dean/Director, Law	0	-	0	-	0	-	0	-	0	-
Dean/Director, Medicine	0	-	0	-	0	-	0	-	0	-
Dean/Director, Music	0	-	0	-	0	-	0	-	0	-
Dean/Director, Nursing	2	-	0	-	0	-	2	-	0	-
Dean/Director, Pharmacy	0	-	0	-	0	-	0	-	0	-
Dean/Director, Social Work	0	-	0	-	0	-	0	-	0	-
Dean/Director, Technology	0	-	0	-	0	-	0	-	0	-
Dean/Director, Vocational Education	1	-	1	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	16	12,630	7	14,787	0	-	8	10,197	1	-
Director, Admissions	13	13,800	12	13,400	0	-	1	0	0	-
Director, Student Housing	8	10,526	2	-	0	-	4	7,726	0	-
Chief Student Life Officer	16	13,366	13	13,020	1	-	2	-	0	-
Director, Student Union	2	-	1	-	0	-	1	-	0	-
Director, Student Placement	3	13,491	0	-	0	-	3	13,491	0	-
Director, Student Financial Aid	13	10,350	5	13,440	0	-	8	9,934	0	-
Director, Student Counseling	6	14,673	3	13,029	1	-	2	-	0	-
Director, Athletics	9	10,538	9	10,538	0	-	0	-	0	-
External Affairs Officers										
Director, Community Services	1	-	1	-	0	-	0	-	0	-
Chief Development Officer	18	15,764	16	15,780	0	-	2	-	0	-
Chief Public Relations Officer	11	11,928	8	12,069	0	-	3	10,7 0	0	-
Director, Information Office	2	-	1	-	0	-	1	-	0	-

Appendix F

Student Body Type: White Coeducational
Carnegie Code: 5. (Specialized Institutions)
Sector: Public
Number of Institutions: 15

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	5	34,700	5	34,700	0	-	0	-	0	-
Chief Executive Officer within a System	8	58,960	8	58,960	0	-	0	-	0	-
Executive Vice-President	4	44,741	4	44,741	0	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	4	26,678	4	26,678	0	-	0	-	0	-
Director, Computer Center	10	23,514	9	23,099	0	-	1	-	0	-
Director, Information Systems	2	-	2	-	0	-	0	-	0	-
Chief Business Officer	12	32,585	12	32,585	0	-	0	-	0	-
Chief Budgeting Officer	7	20,200	6	21,100	0	-	1	-	0	-
Director, Personnel Services	11	22,800	10	22,900	1	-	0	-	0	-
Affirmative Action Officer	7	17,500	1	-	3	15,000	1	-	2	-
Director, Physical Plant	13	24,646	13	24,646	0	-	0	-	0	-
Purchasing Agent	12	19,842	12	19,842	0	-	0	-	0	-
Director, Food Services	2	-	2	-	0	-	0	-	0	-
Comptroller	7	26,500	7	26,500	0	-	0	-	0	-
Manager, Bookstore	7	15,000	5	16,480	0	-	2	-	0	-
Staff Legal Counsel	0	-	0	-	0	-	0	-	0	-
Chief Health Affairs Officer	3	48,400	3	48,400	0	-	0	-	0	-
Academic Affairs Officers										
Chief Academic Officer	5	42,500	4	38,250	0	-	1	-	0	-
Head Librarian	13	24,864	9	25,200	0	-	4	19,331	0	-
Director, Institutional Research	2	-	2	-	0	-	0	-	0	-
Dean/Director, Architecture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	1	-	0	-	1	-	0	-	0	-
Dean/Director, Business	1	-	1	-	0	-	0	-	0	-
Dean/Director, Dentistry	10	44,550	10	44,550	0	-	0	-	0	-
Dean/Director, Education	1	-	1	-	0	-	0	-	0	-
Dean/Director, Engineering	1	-	1	-	0	-	0	-	0	-
Dean/Director, Extension	0	-	0	-	0	-	0	-	0	-
Dean/Director, Fine Arts	1	-	1	-	0	-	0	-	0	-
Dean/Director, Graduate Programs	4	43,050	4	43,050	0	-	0	-	0	-
Dean/Director, Home Economics	0	-	0	-	0	-	0	-	0	-
Dean/Director, Law	2	-	2	-	0	-	0	-	0	-
Dean/Director, Medicine	10	52,235	10	52,235	0	-	0	-	0	-
Dean/Director, Music	0	-	0	-	0	-	0	-	0	-
Dean/Director, Nursing	5	34,650	1	-	0	-	3	32,000	1	-
Dean/Director, Pharmacy	3	37,729	3	37,729	0	-	0	-	0	-
Dean/Director, Social Work	3	31,000	3	31,000	0	-	0	-	0	-
Dean/Director, Technology	1	-	1	-	0	-	0	-	0	-
Dean/Director, Vocational Education	0	-	0	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	11	19,700	9	19,700	0	-	2	-	0	-
Director, Admissions	8	23,530	8	23,530	0	-	0	-	0	-
Director, Student Housing	5	15,364	4	16,394	0	-	1	-	0	-
Chief Student Life Officer	5	25,300	5	25,300	0	-	0	-	0	-
Director, Student Union	4	19,785	4	19,785	0	-	0	-	0	-
Director, Student Placement	2	-	2	-	0	-	0	-	0	-
Director, Student Financial Aid	9	16,500	4	17,265	2	-	3	16,500	0	-
Director, Student Counseling	2	-	1	-	1	-	0	-	0	-
Director, Athletics	1	-	1	-	0	-	0	-	0	-
External Affairs Officers										
Director, Community Services	2	-	2	-	0	-	0	-	0	-
Chief Development Officer	3	26,000	3	26,000	0	-	0	-	0	-
Chief Public Relations Officer	6	21,710	5	22,000	0	-	1	-	0	-
Director, Information Office	6	20,760	6	20,760	0	-	0	-	0	-

Student Body Type: White Coeducational
Carnegie Code: 5. (Specialized Institutions)
Sector: Private
Number of Institutions: 38

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	35	34,300	34	34,150	0	-	1	-	0	-
Chief Executive Officer within a System	1	-	1	-	0	-	0	-	0	-
Executive Vice-President	6	29,750	6	29,750	0	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	4	15,300	4	15,300	0	-	0	-	0	-
Director, Computer Center	4	17,650	4	17,650	0	-	0	-	0	-
Director, Information Systems	2	-	1	-	0	-	1	-	0	-
Chief Business Officer	32	20,500	27	22,000	0	-	5	15,000	0	-
Chief Budgeting Officer	0	-	0	-	0	-	0	-	0	-
Director, Personnel Services	9	13,500	1	-	0	-	8	12,870	0	-
Affirmative Action Officer	0	-	0	-	0	-	0	-	0	-
Director, Physical Plant	25	14,680	24	14,840	1	-	0	-	0	-
Purchasing Agent	5	11,200	4	13,034	0	-	1	-	0	-
Director, Food Services	6	14,000	4	14,000	0	-	1	-	1	-
Comptroller	14	18,518	12	20,000	0	-	2	-	0	-
Manager, Bookstore	19	9,720	10	12,100	0	-	8	7,450	1	-
Staff Legal Counsel	0	-	0	-	0	-	0	-	0	-
Chief Health Affairs Officer	0	-	0	-	0	-	0	-	0	-
Academic Affairs Officers										
Chief Academic Officer	29	28,000	28	28,000	1	-	0	-	0	-
Head Librarian	32	15,054	12	18,400	1	-	19	13,200	0	-
Director, Institutional Research	0	-	0	-	0	-	0	-	0	-
Dean/Director, Architecture	2	-	2	-	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	4	21,927	3	20,500	0	-	1	-	0	-
Dean/Director, Business	4	24,250	3	24,500	0	-	1	-	0	-
Dean/Director, Dentistry	0	-	0	-	0	-	0	-	0	-
Dean/Director, Education	3	19,000	2	-	0	-	1	-	0	-
Dean/Director, Engineering	3	26,500	3	26,500	0	-	0	-	0	-
Dean/Director, Extension	2	-	2	-	0	-	0	-	0	-
Dean/Director, Fine Arts	5	24,200	4	21,500	0	-	1	-	0	-
Dean/Director, Graduate Programs	6	25,150	6	25,150	0	-	0	-	0	-
Dean/Director, Home Economics	0	-	0	-	0	-	0	-	0	-
Dean/Director, Law	1	-	1	-	0	-	0	-	0	-
Dean/Director, Medicine	0	-	0	-	0	-	0	-	0	-
Dean/Director, Music	1	-	1	-	0	-	0	-	0	-
Dean/Director, Nursing	0	-	0	-	0	-	0	-	0	-
Dean/Director, Pharmacy	1	-	1	-	0	-	0	-	0	-
Dean/Director, Social Work	0	-	0	-	0	-	0	-	0	-
Dean/Director, Technology	1	-	1	-	0	-	0	-	0	-
Dean/Director, Vocational Education	0	-	0	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	28	12,752	14	16,500	0	-	14	11,525	0	-
Director, Admissions	17	16,926	8	20,200	1	-	7	12,480	1	-
Director, Student Housing	7	11,760	2	-	1	-	4	10,648	0	-
Chief Student Life Officer	16	18,800	13	19,000	1	-	1	-	1	-
Director, Student Union	1	-	1	-	0	-	0	-	0	-
Director, Student Placement	8	14,700	3	18,000	1	-	3	14,400	1	-
Director, Student Financial Aid	14	13,759	10	15,197	0	-	4	11,950	0	-
Director, Student Counseling	5	15,724	4	16,417	0	-	1	-	0	-
Director, Athletics	9	16,800	8	17,406	1	-	0	-	0	-
External Affairs Officers										
Director, Community Services	1	-	0	-	0	-	1	-	0	-
Chief Development Officer	23	22,500	18	23,000	1	-	4	18,890	0	-
Chief Public Relations Officer	16	12,750	9	13,824	0	-	6	11,700	1	-
Director, Information Office	4	16,765	3	14,000	0	-	1	-	0	-

Appendix F

Student Body Type: White, Female
Carnegie Code: All
Sector: Private
Number of Institutions: 38

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	31	33,000	20	33,000	0	-	11	29,120	0	-
Chief Executive Officer within a System	0	-	0	-	0	-	0	-	0	-
Executive Vice-President	4	27,500	4	27,500	0	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	2	-	1	-	0	-	1	-	0	-
Director, Computer Center	6	18,100	5	18,000	0	-	1	-	0	-
Director, Information Systems	1	-	1	-	0	-	0	-	0	-
Chief Business Officer	31	20,300	28	20,150	0	-	3	21,600	0	-
Chief Budgeting Officer	0	-	0	-	0	-	0	-	0	-
Director, Personnel Services	8	12,750	2	-	0	-	6	12,100	0	-
Affirmative Action Officer	0	-	0	-	0	-	0	-	0	-
Director, Physical Plant	27	15,574	27	15,574	0	-	0	-	0	-
Purchasing Agent	8	13,075	5	13,150	0	-	3	10,500	0	-
Director, Food Services	8	15,862	5	17,100	0	-	3	13,300	0	-
Comptroller	18	16,250	10	16,400	0	-	8	14,000	0	-
Manager, Bookstore	15	9,600	5	11,550	0	-	10	7,962	0	-
Staff Legal Counsel	0	-	0	-	0	-	0	-	0	-
Chief Health Affairs Officer	2	-	0	-	0	-	2	-	0	-
Academic Affairs Officers										
Chief Academic Officer	27	23,000	13	22,500	0	-	14	23,750	0	-
Head Librarian	29	13,600	12	14,650	0	-	17	13,280	0	-
Director, Institutional Research	7	15,000	4	15,979	0	-	3	15,000	0	-
Dean/Director, Architecture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	1	-	0	-	0	-	1	-	0	-
Dean/Director, Business	0	-	0	-	0	-	0	-	0	-
Dean/Director, Dentistry	0	-	0	-	0	-	0	-	0	-
Dean/Director, Education	0	-	0	-	0	-	0	-	0	-
Dean/Director, Engineering	0	-	0	-	0	-	0	-	0	-
Dean/Director, Extension	1	-	1	-	0	-	0	-	0	-
Dean/Director, Fine Arts	1	-	1	-	0	-	0	-	0	-
Dean/Director, Graduate Programs	2	-	0	-	0	-	2	-	0	-
Dean/Director, Home Economics	0	-	0	-	0	-	0	-	0	-
Dean/Director, Law	0	-	0	-	0	-	0	-	0	-
Dean/Director, Medicine	0	-	0	-	0	-	0	-	0	-
Dean/Director, Music	0	-	0	-	0	-	0	-	0	-
Dean/Director, Nursing	2	-	0	-	0	-	2	-	0	-
Dean/Director, Pharmacy	0	-	0	-	0	-	0	-	0	-
Dean/Director, Social Work	1	-	1	-	0	-	0	-	0	-
Dean/Director, Technology	0	-	0	-	0	-	0	-	0	-
Dean/Director, Vocational Education	0	-	0	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	26	14,060	7	15,352	0	-	19	12,000	0	-
Director, Admissions	36	15,400	13	16,800	0	-	23	14,000	0	-
Director, Student Housing	10	9,050	1	-	0	-	9	8,695	0	-
Chief Student Life Officer	25	14,225	0	-	0	-	25	14,225	0	-
Director, Student Union	5	7,500	1	-	0	-	4	6,900	0	-
Director, Student Placement	16	12,400	2	-	0	-	14	12,800	0	-
Director, Student Financial Aid	19	11,250	2	-	0	-	17	11,000	0	-
Director, Student Counseling	8	13,870	0	-	1	-	7	13,700	0	-
Director, Athletics	6	9,600	0	-	0	-	6	9,600	0	-
External Affairs Officers										
Director, Community Services	0	-	0	-	0	-	0	-	0	-
Chief Development Officer	28	20,182	17	20,000	0	-	11	20,800	0	-
Chief Public Relations Officer	15	12,800	2	-	0	-	13	12,800	0	-
Director, Information Office	13	10,750	1	-	0	-	12	10,375	0	-

Appendix F

Student Body Type: White, Male
Carnegie Code: All
Sector: Public
Number of Institutions: 7

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	6	38,500	6	38,500	0	-	0	-	0	-
Chief Executive Officer within a System	0	-	0	-	0	-	0	-	0	-
Executive Vice-President	0	-	0	-	0	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	4	30,485	4	30,485	0	-	0	-	0	-
Director, Computer Center	3	27,344	3	27,344	0	-	0	-	0	-
Director, Information Systems	1	-	1	-	0	-	0	-	0	-
Chief Business Officer	4	22,543	4	22,543	0	-	0	-	0	-
Chief Budgeting Officer	1	-	1	-	0	-	0	-	0	-
Director, Personnel Services	3	11,472	1	-	0	-	2	-	0	-
Affirmative Action Officer	0	-	0	-	0	-	0	-	0	-
Director, Physical Plant	5	17,784	5	17,784	0	-	0	-	0	-
Purchasing Agent	2	-	2	-	0	-	0	-	0	-
Director, Food Services	2	-	2	-	0	-	0	-	0	-
Comptroller	3	20,000	3	20,000	0	-	0	-	0	-
Manager, Bookstore	2	-	2	-	0	-	0	-	0	-
Staff Legal Counsel	0	-	0	-	0	-	0	-	0	-
Chief Health Affairs Officer	0	-	0	-	0	-	0	-	0	-
Academic Affairs Officers										
Chief Academic Officer	4	31,806	4	31,806	0	-	0	-	0	-
Head Librarian	5	21,520	3	22,770	0	-	2	-	0	-
Director, Institutional Research	1	-	1	-	0	-	0	-	0	-
Dean/Director, Architecture	1	-	1	-	0	-	0	-	0	-
Dean/Director, Agriculture	0		0		0	-	0	-	0	-
Dean/Director, Arts and Sciences	1		1		0	-	0	-	0	-
Dean/Director, Business	0	-	0	-	0	-	0	-	0	-
Dean/Director, Dentistry	0	-	0	-	0	-	0	-	0	-
Dean/Director, Education	0	-	0	-	0	-	0	-	0	-
Dean/Director, Engineering	2	-	2	-	0	-	0	-	0	-
Dean/Director, Extension	0	-	0	-	0	-	0	-	0	-
Dean/Director, Fine Arts	0	-	0	-	0	-	0	-	0	-
Dean/Director, Graduate Programs	2	-	2	-	0	-	0	-	0	-
Dean/Director, Home Economics	0	-	0	-	0	-	0	-	0	-
Dean/Director, Law	0	-	0	-	0	-	0	-	0	-
Dean/Director, Medicine	0	-	0	-	0	-	0	-	0	-
Dean/Director, Music	0	-	0	-	0	-	0	-	0	-
Dean/Director, Nursing	0	-	0	-	0	-	0	-	0	-
Dean/Director, Pharmacy	0	-	0	-	0	-	0	-	0	-
Dean/Director, Social Work	0	-	0	-	0	-	0	-	0	-
Dean/Director, Technology	2	-	2	-	0	-	0	-	0	-
Dean/Director, Vocational Education	1	-	1	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	5	16,550	3	17,180	0	-	2	-	0	-
Director, Admissions	4	23,097	3	23,393	0	-	1	-	0	-
Director, Student Housing	0	-	0	-	0	-	0	-	0	-
Chief Student Life Officer	3	20,250	3	20,250	0	-	0	-	0	-
Director, Student Union	2	-	2	-	0	-	0	-	0	-
Director, Student Placement	0	-	0	-	0	-	0	-	0	-
Director, Student Financial Aid	3	13,944	1	-	1	-	1	-	0	-
Director, Student Counseling	2	-	2	-	0	-	0	-	0	-
Director, Athletics	4	19,477	4	19,477	0	-	0	-	0	-
External Affairs Officers										
Director, Community Services	0	-	0	-	0	-	0	-	0	-
Chief Development Officer	1	-	1	-	0	-	0	-	0	-
Chief Public Relations Officer	1	-	1	-	0	-	0	-	0	-
Director, Information Office	3	18,455	3	18,455	0	-	0	-	0	-

Student Body Type: White Male
Carnegie Code: All
Sector: Private
Number of Institutions: 14

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	13	40,000	13	40,000	0	-	0	-	0	-
Chief Executive Officer within a System	0	-	0	-	0	-	0	-	0	-
Executive Vice-President	2	-	2	-	0	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	1	-	1	-	0	-	0	-	0	-
Director, Computer Center	6	18,150	5	18,500	0	-	1	-	0	-
Director, Information Systems	1	-	1	-	0	-	0	-	0	-
Chief Business Officer	11	25,000	11	25,000	0	-	0	-	0	-
Chief Budgeting Officer	3	17,100	3	17,100	0	-	0	-	0	-
Director, Personnel Services	5	13,000	3	18,700	0	-	2	-	0	-
Affirmative Action Officer	1	-	1	-	0	-	0	-	0	-
Director, Physical Plant	10	17,532	10	17,532	0	-	0	-	0	-
Purchasing Agent	2	-	1	-	0	-	1	-	0	-
Director, Food Services	3	16,000	1	-	0	-	2	-	0	-
Comptroller	8	22,450	7	22,900	0	-	1	-	0	-
Manager, Bookstore	6	8,585	3	10,600	0	-	3	8,400	0	-
Staff Legal Counsel	0	-	0	-	0	-	0	-	0	-
Chief Health Affairs Officer	1	-	1	-	0	-	0	-	0	-
Academic Affairs Officers										
Chief Academic Officer	11	28,722	11	28,722	0	-	0	-	0	-
Head Librarian	11	19,620	8	20,310	0	-	3	13,420	0	-
Director, Institutional Research	1	-	0	-	0	-	1	-	0	-
Dean/Director, Architecture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Agriculture	0	-	0	-	0	-	0	-	0	-
Dean/Director, Arts and Sciences	3	34,000	3	34,000	0	-	0	-	0	-
Dean/Director, Business	1	-	1	-	0	-	0	-	0	-
Dean/Director, Dentistry	0	-	0	-	0	-	0	-	0	-
Dean/Director, Education	0	-	0	-	0	-	0	-	0	-
Dean/Director, Engineering	2	-	2	-	0	-	0	-	0	-
Dean/Director, Extension	0	-	0	-	0	-	0	-	0	-
Dean/Director, Fine Arts	0	-	0	-	0	-	0	-	0	-
Dean/Director, Graduate Programs	1	-	1	-	0	-	0	-	0	-
Dean/Director, Home Economics	0	-	0	-	0	-	0	-	0	-
Dean/Director, Law	0	-	0	-	0	-	0	-	0	-
Dean/Director, Medicine	0	-	0	-	0	-	0	-	0	-
Dean/Director, Music	0	-	0	-	0	-	0	-	0	-
Dean/Director, Nursing	0	-	0	-	0	-	0	-	0	-
Dean/Director, Pharmacy	1	-	0	-	0	-	1	-	0	-
Dean/Director, Social Work	0	-	0	-	0	-	0	-	0	-
Dean/Director, Technology	1	-	1	-	0	-	0	-	0	-
Dean/Director, Vocational Education	0	-	0	-	0	-	0	-	0	-
Student Affairs Officers										
Registrar	10	17,375	8	18,125	0	-	2	-	0	-
Director, Admissions	10	19,950	10	19,950	0	-	0	-	0	-
Director, Student Housing	3	18,000	2	-	0	-	1	-	0	-
Chief Student Life Officer	8	21,500	8	21,500	0	-	0	-	0	-
Director, Student Union	2	-	1	-	1	-	0	-	0	-
Director, Student Placement	6	17,337	5	17,500	0	-	1	-	0	-
Director, Student Financial Aid	7	15,700	5	16,200	0	-	2	-	0	-
Director, Student Counseling	6	15,480	6	15,480	0	-	0	-	0	-
Director, Athletics	9	18,300	9	18,300	0	-	0	-	0	-
External Affairs Officers										
Director, Community Services	0	-	0	-	0	-	0	-	0	-
Chief Development Officer	10	24,500	9	25,000	0	-	1	-	0	-
Chief Public Relations Officer	3	19,112	3	19,112	0	-	0	-	0	-
Director, Information Office	3	15,500	2	-	0	-	1	-	0	-

Appendix F -

Student Body Type: Minority
Carnegie Code: All
Sector: Public
Number of Institutions: 16

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	12	35,277	3	30,441	9	35,679	0	-	0	-
Chief Executive Officer within a System	4	34,600	0	-	4	34,600	0	-	0	-
Executive Vice-President	3	25,200	1	-	2	-	0	-	0	-
Administrative Affairs Officers										
Chief Planning Officer	7	21,000	1	-	5	21,000	1	-	0	-
Director, Computer Center	9	18,000	3	19,500	5	18,000	0	-	0	-
Director, Information Systems	1	-	1	-	0	-	0	-	0	-
Chief Business Officer	14	21,106	3	20,325	10	22,785	1	-	0	-
Chief Budgeting Officer	4	16,560	1	-	3	16,500	0	-	0	-
Director, Personnel Services	11	16,797	0	-	8	17,000	0	-	3	14,048
Affirmative Action Officer	2	-	1	-	1	-	0	-	0	-
Director, Physical Plant	12	16,134	2	-	10	16,134	0	-	0	-
Purchasing Agent	9	14,000	0	-	7	15,000	0	-	2	-
Director, Food Services	5	15,600	0	-	4	17,090	0	-	1	-
Comptroller	8	15,054	1	-	5	15,508	1	-	1	-
Manager, Bookstore	8	11,844	0	-	8	11,644	0	-	0	-
Staff Legal Counsel	0	-	0	-	0	-	0	-	0	-
Chief Health Affairs Officer	2	-	1	-	1	-	0	-	0	-
Academic Affairs Officers										
Chief Academic Officer	16	28,207	2	-	13	28,800	0	-	1	-
Head Librarian	15	18,350	1	-	5	21,725	1	-	8	18,175
Director, Institutional Research	10	19,975	0	-	8	20,343	1	-	1	-
Dean/Director, Architecture	1	-	1	-	0	-	0	-	0	-
Dean/Director, Agriculture	3	27,000	0	-	3	27,000	0	-	0	-
Dean/Director, Arts and Sciences	11	26,130	0	-	10	26,715	0	-	1	-
Dean/Director, Business	9	22,100	0	-	5	26,586	1	-	3	18,985
Dean/Director, Dentistry	1	-	0	-	1	-	0	-	0	-
Dean/Director, Education	8	23,550	0	-	7	22,100	0	-	1	-
Dean/Director, Engineering	3	28,440	1	-	2	-	0	-	0	-
Dean/Director, Extension	3	25,300	1	-	2	-	0	-	0	-
Dean/Director, Fine Arts	3	20,678	0	-	1	-	0	-	2	-
Dean/Director, Graduate Programs	6	26,358	0	-	5	26,586	0	-	1	-
Dean/Director, Home Economics	3	20,343	0	-	0	-	0	-	3	20,343
Dean/Director, Law	1	-	0	-	1	-	0	-	0	-
Dean/Director, Medicine	0	-	0	-	0	-	0	-	0	-
Dean/Director, Music	2	-	0	-	1	-	0	-	1	-
Dean/Director, Nursing	6	23,017	0	-	0	-	0	-	6	23,017
Dean/Director, Pharmacy	1	-	0	-	1	-	0	-	0	-
Dean/Director, Social Work	3	17,912	0	-	2	-	0	-	1	-
Dean/Director, Technology	5	23,263	1	-	4	26,381	0	-	0	-
Dean/Director, Vocational Education	3	15,958	1	-	2	-	0	-	0	-
Student Affairs Officers										
Registrar	14	16,557	1	-	9	17,115	1	-	3	14,844
Director, Admissions	6	17,045	0	-	6	17,045	0	-	0	-
Director, Student Housing	4	12,700	0	-	3	13,400	0	-	1	-
Chief Student Life Officer	12	24,711	2	-	9	25,000	0	-	1	-
Director, Student Union	10	14,550	1	-	8	15,189	0	-	1	-
Director, Student Placement	12	15,770	0	-	12	15,770	0	-	0	-
Director, Student Financial Aid	12	15,788	1	-	10	15,788	0	-	1	-
Director, Student Counseling	8	18,908	1	-	2	-	1	-	4	17,933
Director, Athletics	10	19,243	1	-	9	19,436	0	-	0	-
External Affairs Officers										
Director, Community Services	2	-	0	-	2	-	0	-	0	-
Chief Development Officer	9	18,600	1	-	6	17,826	0	-	2	-
Chief Public Relations Officer	7	14,890	0	-	4	18,408	0	-	3	14,824
Director, Information Office	3	20,317	0	-	3	20,317	0	-	0	-

Student Body Type: Minority
Carnegie Code: All
Sector: Private
Number of Institutions: 20

Position	Total Sample		White Men		Minority Men		White Women		Minority Women	
	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary	Number	Median Salary
Chief Executive Officers										
Chief Executive Officer (President/Chancellor)	19	27,000	0	-	19	27,000	0	-	0	-
Chief Executive Officer within a System	0	-	0	-	0	-	0	-	0	-
Executive Vice-President	4	28,000	0	-	3	30,000	0	-	1	-
Administrative Affairs Officers										
Chief Planning Officer	4	22,200	1	-	3	25,000	0	-	0	-
Director, Computer Center	4	13,724	2	-	1	-	0	-	1	-
Director, Information Systems	0	-	0	-	0	-	0	-	0	-
Chief Business Officer	18	17,356	2	-	14	18,386	0	-	2	-
Chief Budgeting Officer	2	-	0	-	2	-	0	-	0	-
Director, Personnel Services	9	13,444	0	-	4	13,597	0	-	5	12,840
Affirmative Action Officer	1	-	0	-	1	-	0	-	0	-
Director, Physical Plant	17	11,290	0	-	16	11,145	0	-	1	-
Purchasing Agent	5	10,500	0	-	4	10,350	0	-	1	-
Director, Food Services	5	11,000	0	-	1	-	0	-	4	7,884
Comptroller	8	17,004	4	19,500	2	-	0	-	2	-
Manager, Bookstore	8	7,530	0	-	4	10,754	0	-	4	7,100
Staff Legal Counsel	0	-	0	-	0	-	0	-	0	-
Chief Health Affairs Officer	2	-	0	-	2	-	0	-	0	-
Academic Affairs Officers										
Chief Academic Officer	18	20,500	1	-	15	21,000	0	-	2	-
Head Librarian	19	15,500	1	-	3	16,000	1	-	14	12,750
Director, Institutional Research	8	14,664	1	-	4	16,500	1	-	2	-
Dean/Director, Architecture	1	-	1	-	0	-	0	-	0	-
Dean/Director, Agriculture	2	-	1	-	0	-	1	-	0	-
Dean/Director, Arts and Sciences	8	16,537	0	-	6	15,585	1	-	1	-
Dean/Director, Business	8	15,204	1	-	3	18,455	1	-	3	10,000
Dean/Director, Dentistry	0	-	0	-	0	-	0	-	0	-
Dean/Director, Education	7	16,900	0	-	0	12,000	0	-	2	-
Dean/Director, Engineering	1	-	1	-	0	-	0	-	0	-
Dean/Director, Extension	1	-	0	-	1	-	0	-	0	-
Dean/Director, Fine Arts	4	17,400	0	-	2	-	0	-	2	-
Dean/Director, Graduate Programs	2	-	0	-	2	-	0	-	0	-
Dean/Director, Home Economics	1	-	0	-	1	-	0	-	0	-
Dean/Director, Law	0	-	0	-	0	-	0	-	0	-
Dean/Director, Medicine	0	-	0	-	0	-	0	-	0	-
Dean/Director, Music	3	15,000	0	-	3	15,000	0	-	0	-
Dean/Director, Nursing	3	21,336	0	-	0	-	0	-	3	21,336
Dean/Director, Pharmacy	0	-	0	-	0	-	0	-	0	-
Dean/Director, Social Work	4	13,081	0	-	2	-	0	-	2	-
Dean/Director, Technology	1	-	0	-	1	-	0	-	0	-
Dean/Director, Vocational Education	1	-	0	-	1	-	0	-	0	-
Student Affairs Officers										
Registrar	17	10,018	1	-	3	16,800	0	-	13	10,000
Director, Admissions	14	13,088	0	-	5	13,629	0	-	9	10,000
Director, Student Housing	6	9,050	0	-	2	-	0	-	4	8,800
Chief Student Life Officer	13	15,000	0	-	11	15,000	0	-	2	-
Director, Student Union	8	9,596	0	-	3	9,700	0	-	5	9,493
Director, Student Placement	12	11,650	0	-	5	12,000	0	-	7	11,300
Director, Student Financial Aid	18	11,480	0	-	9	11,800	0	-	9	11,360
Director, Student Counseling	10	12,338	0	-	3	10,500	0	-	7	13,176
Director, Athletics	11	14,172	0	-	10	13,723	0	-	1	-
External Affairs Officers										
Director, Community Services	2	-	0	-	1	-	0	-	1	-
Chief Development Officer	14	16,250	2	-	10	16,250	2	-	0	-
Chief Public Relations Officer	6	11,650	0	-	5	12,000	0	-	1	-
Director, Information Office	3	12,102	0	-	2	-	1	-	0	-